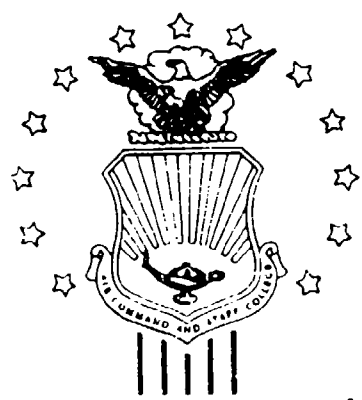


2

AD-A167 826



AIR COMMAND AND STAFF COLLEGE

STUDENT REPORT

JOE ATTENDED

OF

MILITARY AIRLIFT COMMAND PERSONNEL

MAJOR RONALD A. NEWTON

86-1860

"insights into tomorrow"

DTIC
ELECTE
MAY 29 1986
S
D
E

THIS FILE COPY

This document is for internal use only
for public release only
Distribution is unlimited.

86 5 20 110

DISCLAIMER

The views and conclusions expressed in this document are those of the author. They are not intended and should not be thought to represent official ideas, attitudes, or policies of any agency of the United States Government. The author has not had special access to official information or ideas and has employed only open-source material available to any writer on this subject.

This document is the property of the United States Government. It is available for distribution to the general public. A loan copy of the document may be obtained from the Air University Interlibrary Loan Service (AUL/IDEX, Maxwell AFB, Alabama, 36112) or the Defense Technical Information Center. Request must include the author's name and complete title of the study.

This document may be reproduced for use in other research reports or educational pursuits contingent upon the following stipulations:

- Reproduction rights do not extend to any copyrighted material that may be contained in the research report.

- All reproduced copies must contain the following credit line: "Reprinted by permission of the Air Command and Staff College."

- All reproduced copies must contain the name(s) of the report's author(s).

- If format modification is necessary to better serve the user's needs, adjustments may be made to this report--this authorization does not extend to copyrighted information or material. The following statement must accompany the modified document: "Adapted from Air Command and Staff Research Report ___ (number) ___ entitled ___ (title) ___ by ___ (author) ___."

- This notice must be included with any reproduced or adapted portions of this document.

PAGES _____
ARE
MISSING
IN
ORIGINAL
DOCUMENT



REPORT NUMBER 86-1860

TITLE JOB ATTITUDES OF MILITARY AIRLIFT COMMAND PERSONNEL

AUTHOR(S) MAJOR RONALD A. NEWTON, USAF

FACULTY ADVISOR CAPTAIN THOMAS M. McFALL, LMDC/AN

SPONSOR MAJOR MICKEY R. DANSBY, LMDC/AN

Submitted to the faculty in partial fulfillment of
requirements for graduation.

AIR COMMAND AND STAFF COLLEGE
AIR UNIVERSITY
MAXWELL AFB, AL 36112

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE

REPORT DOCUMENTATION PAGE

1a. REPORT SECURITY CLASSIFICATION UNCLASSIFIED		1b. RESTRICTIVE MARKINGS									
2a. SECURITY CLASSIFICATION AUTHORITY		3. DISTRIBUTION AVAILABILITY OF REPORT									
7b. DECLASSIFICATION/DOWNGRADING SCHEDULE		STATEMENT "A" Approved for public release Distribution is unlimited.									
4. PERFORMING ORGANIZATION REPORT NUMBER(S) 86-1860				5. MONITORING ORGANIZATION REPORT NUMBER(S)							
6a. NAME OF PERFORMING ORGANIZATION ACSC/EDCC		6b. OFFICE SYMBOL (if applicable)									
7a. NAME OF MONITORING ORGANIZATION		7b. ADDRESS (City, State and ZIP Code)									
6c. ADDRESS (City, State and ZIP Code) Maxwell AFB, AL 36112-5542		7c. ADDRESS (City, State and ZIP Code)									
8a. NAME OF FUNDING-SPONSORING ORGANIZATION		8b. OFFICE SYMBOL (if applicable)									
9. PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER		10. SOURCE OF FUNDING NOS.									
11. TITLE (Include Security Classification) JOB ATTITUDES OF MILITARY AIRLIFT COMMAND PERSONNEL		<table border="1"> <tr> <td>PROGRAM ELEMENT NO</td> <td>PROJECT NO</td> <td>TASK NO</td> <td>WORK UNIT NO</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>		PROGRAM ELEMENT NO	PROJECT NO	TASK NO	WORK UNIT NO				
PROGRAM ELEMENT NO	PROJECT NO	TASK NO	WORK UNIT NO								
12. PERSONAL AUTHOR(S) Newton, Ronald A., Major, USAF											
13a. TYPE OF REPORT	13b. TIME COVERED FROM TO	14. DATE OF REPORT (Yr., Mo., Day) 1986 April	15. PAGE COUNT 115								
16. SUPPLEMENTARY NOTATION											
17a. DISTRIBUTION STATEMENT (Choose one)		17b. SUBJECT TERMS (Continue on reverse if necessary and identify by block number)									
<table border="1"> <tr> <td>17a. DISTRIBUTION STATEMENT (Choose one)</td> <td>17b. SUBJECT TERMS (Continue on reverse if necessary and identify by block number)</td> </tr> <tr> <td></td> <td></td> </tr> </table>		17a. DISTRIBUTION STATEMENT (Choose one)	17b. SUBJECT TERMS (Continue on reverse if necessary and identify by block number)								
17a. DISTRIBUTION STATEMENT (Choose one)	17b. SUBJECT TERMS (Continue on reverse if necessary and identify by block number)										
19. ABSTRACT (Continue on reverse if necessary and identify by block number) This report examines the replies of respondents to the Leadership and Management Development Center (LMDC) Organizational Assessment Package (OAP) survey. It identifies significant attitudinal differences between samples of Military Airlift Command (MAC) officer, enlisted, and civilian personnel and similar personnel in other Air Force commands and agencies. The OAP survey examines 21 attitudinal factors grouped into a systems model to assess three aspects of a work group: input, process, and output. This research found statistically significant differences in all three personnel categories. MAC officers reported more work repetition. They also reported more positive attitudes toward Organizational Communications Climate and were less positive toward Skill Variety, Management/Supervision, and Supervisory Communications Climate. MAC enlisted personnel were more positive toward Task Characteristics, Task Identity, Task Significance, and Job Related Satisfaction and less positive in Work Support, Management/Supervision, Supervisory Communications Climate, and General Organizational Climate. MAC civilians reported more positive attitudes in 19 of the 21 factors measured. Several possible causes for the results and recommendations are proposed based on these findings.											
20. DISTRIBUTION STATEMENT OF ABSTRACT		21. ABSTRACT SECURITY CLASSIFICATION									
22a. NAME OF PERFORMING ORGANIZATION ACSC/EDCC Maxwell AFB AL 36112-5542		22b. TELEPHONE NUMBER (Include Area Code) (205) 293-1000									
22c. OFFICE SYMBOL		22d. OFFICE SYMBOL									

PREFACE

The Leadership and Management Development Center (LMDC), as part of its charter, has provided consultation services to commanders upon request. The Organizational Assessment Package (OAP) survey is a tool designed to help in this task. Since 1978 LMDC has established a large data base from the thousands of surveys administered during their consultation visits. In an effort to gain maximum benefits from this data base, LMDC sponsored Air Command and Staff College (ACSC) students to conduct research using the OAP data. The purpose of this research was to compare the job attitudes of personnel in different major commands and job specialties with those of the remaining personnel in the data base.

The scope of this report is to make this comparison with the job attitudes of Military Airlift Command personnel. The results found in this report will, I hope, provide MAC commanders with further insight into the attitudes of their personnel.

In addition to fulfilling ACSC academic requirements, this material is being submitted as a report for use by LMDC. To meet their needs, this report is written in a format dictated by LMDC. Additionally, the method of citation in this report follows the guidelines of the American Psychological Association.

A special thanks is extended to Capt Tom McFall and Maj Mickey Dansby of LMDC and Maj Tracey Gauch, ACSC/EDOWA, for all their assistance in preparing this report.

Accession For	
NTIS GRA&I	<input checked="checked" type="checkbox"/>
DTIC TAB	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
By	
Distribution/	
Availability Codes	
Dist	
A-1	



ABOUT THE AUTHOR

Maj Ron Newton entered the Air Force in October 1973. The majority of his career has been in tactical airlift with Military Airlift Command (MAC). He has served as a C-130 pilot at Clark AB, Philippines and Little Rock AFB, Arkansas. Maj Newton has also served at HQ MAC, Scott AFB, Illinois as an Emergency Actions Officer and Executive Officer for the Directorate of Command and Control. Maj Newton holds a BS degree in Aviation Management from Saint Louis University and a MS degree in Systems Management from the University of Southern California.

TABLE OF CONTENTS

Preface.....	iii
About the Author.....	iv
List of Illustrations.....	vi
Executive Summary.....	vii
CHAPTER ONE--INTRODUCTION.....	1
CHAPTER TWO--LITERATURE REVIEW.....	7
CHAPTER THREE--METHOD	
Instrumentation.....	13
Data collection.....	14
Subjects.....	15
Procedures.....	17
CHAPTER FOUR--RESULTS	
Examination 1, Analysis of Demographic Information.....	19
Examination 2, Comparison of MAC Personnel to the Data Base...	21
CHAPTER FIVE--DISCUSSION	
MAC Officers.....	28
MAC Enlisted.....	31
MAC Civilians.....	32
CHAPTER SIX--RECOMMENDATIONS.....	35
REFERENCES.....	39
APPENDICES:	
Appendix A--Demographic Data.....	43
Appendix B--Attitudinal Data.....	55
Appendix C--Organizational Assessment Package Survey.....	75
Appendix D--Organizational Assessment Package Survey: <u>Factors and Variables Guide</u>	91

LIST OF ILLUSTRATIONS

TABLES

TABLE 1--Sample Sizes of Comparison Groups.....	16
TABLE 2--Summary Table of Factors and Significant Differences Between MAC Personnel and Other Air Force Personnel.....	22
TABLE A-1--Number of Respondents by Personnel Category.....	44
TABLE A-2--Sex by Personnel Category.....	44
TABLE A-3--Age by Personnel Category.....	45
TABLE A-4--Time in Air Force.....	45
TABLE A-5--Months in Present Career Field.....	46
TABLE A-6--Months at Present Duty Station.....	46
TABLE A-7--Months in Present Position.....	47
TABLE A-8--Ethnic Group.....	47
TABLE A-9--Marital Status.....	48
TABLE A-10--Spouse Employment Status: MAC.....	48
TABLE A-11--Spouse Employment Status: Data Base.....	49
TABLE A-12--Educational Level.....	49
TABLE A-13--Professional Military Education.....	50
TABLE A-14--Number People Directly Supervised.....	50
TABLE A-15--Number People for Whom Respondent Writes APR/OER/Appraisal.....	51
TABLE A-16--Supervisor Writes Respondents APR/OER/Appraisal.....	51
TABLE A-17--Work Schedule.....	52
TABLE A-18--Supervisor Holds Group Meetings.....	52
TABLE A-19--Supervisor Holds Group Meetings to Solve Problems.....	53
TABLE A-20--Aeronautical Rating and Current Status.....	53
TABLE A-21--Career Intent.....	54
TABLE B-1--MAC Officers vs. Other Officers.....	56
TABLE B-2--MAC Enlisted vs. Other Enlisted.....	60
TABLE B-3--MAC Civilians vs. Other Civilians.....	64
TABLE B-4--MAC Officers vs. Other Officers.....	68
TABLE B-5--MAC Enlisted vs. Other Enlisted.....	71



EXECUTIVE SUMMARY

Part of our College mission is distribution of the students' problem solving products to DoD sponsors and other interested agencies to enhance insight into contemporary, defense related issues. While the College has accepted this product as meeting academic requirements for graduation, the views and opinions expressed or implied are solely those of the author and should not be construed as carrying official sanction.

— *"insights into tomorrow"* —

REPORT NUMBER 86-1860

AUTHOR(S) MAJOR RONALD A. NEWTON, USAF

TITLE JOB ATTITUDES OF MILITARY AIRLIFT COMMAND PERSONNEL

I. Purpose: To investigate whether there are any significant differences between the job attitudes (as measured by the USAF Organizational Assessment Package--OAP) of personnel in Military Airlift Command (MAC) and those of personnel in other commands throughout the Air Force.

II Background: Since the beginning of the all-volunteer force the Air Force has placed increased emphasis on improving motivation and productivity as a way of achieving organizational effectiveness. The intent of this emphasis is to create a job environment that can attract, retain, and motivate the quality military force necessary to support Air Force mission objectives. The services were very successful in turning the negative recruiting trends of the 70's around. However, care must be taken to avoid another decline. The improving economy, predicted budget cuts, and a decreasing pool from which to recruit increase the difficulty of this task. The Leadership and Management Development Center (LMDC) at Maxwell AFB, Alabama, was created to help maintain manpower levels and improve productivity through improved leadership and management. As part of their management consulting program to assist commanders in the field, LMDC developed the OAP survey. Its purpose was to (a) assist LMDC consultants and traveling teams in the identification of organizational leadership/management strengths and weaknesses, (b) provide feedback to Air Force Professional Military Education Schools, and (c) establish a data base in support of Air Force-wide organizational effectiveness.

CONTINUED

research. LMDC has amassed thousands of survey responses. In an effort to derive the most benefit from their data base, LMDC sponsored Air Command and Staff College students to conduct a variety of research projects using the OAP data base. This report examines responses from personnel in MAC to see if there are any significant differences between their job attitudes and those of the remaining data base. This report pursues four goals:

1. To review relevant background research and organizational behavior literature.
2. To compare OAP-measured demographic characteristics and job attitudes of officer, enlisted, and civilian personnel in MAC with the attitudes of corresponding personnel in other Air Force commands.
3. To analyze significant attitudinal differences between MAC personnel and other data base personnel.
4. To develop recommendations for MAC commanders and functional managers.

III. Procedures: The OAP is a 109-item survey questionnaire (Appendix C) consisting of 16 demographic items and 93 attitudinal items. The attitudinal items are grouped into 21 factors. These factors are grouped into a systems model to assess three aspects of a work group: input, process, and output. From an Air Force-wide perspective, the OAP survey is not a random sampling of Air Force bases. However, because of the large number of organizations surveyed, these data represent a significant portion of the Air Force population.

IV. Results: As part of this report a review of relevant research was made. This review highlighted current and related theories and research. This report found no previous research on job attitudes of MAC. The comparisons made, based on the data from the OAP survey, revealed several statistically significant findings.

1. Compared to data base officers, MAC officers have a higher perceived rate of Work Repetition. A possible cause for this was their having to deal with repetitive problems more frequently than the other officers. These perceptions may have an impact on their attitude toward Skill Variety, which they rated lower than the other Air Force officers in the data base. Additionally, MAC officers indicate a less positive attitude toward the support and feedback they receive from their immediate supervisors. In spite of their less favorable attitude toward their supervisors, MAC officers still have a more positive attitude toward the organization as a whole.

2. MAC enlisted personnel, overall, have the lowest job attitude ratings of the three personnel categories. MAC enlisted personnel show a

CONTINUED

more positive attitude than data base enlisted toward Job Related Satisfaction. In contrast, they expressed a less positive attitude toward their immediate supervisors' support and feedback. Additionally, this less positive attitude also carries into their perceptions of the organization.

3. MAC civilian personnel reported significantly more positive attitudes than data base civilians in 19 of the 21 factors compared. Two factors were identified for further attention. The first was Work Repetition, where MAC civilians reported they must accomplish repetitive tasks and face repetitive problems more often than the other Air Force civilians. This attitude, when compared to their only moderate desire for repetitive work, could imply reduced overall job satisfaction. The second factor deserving attention was Advancement/Recognition, where they expressed a lower awareness of related opportunities for advancement.

U. Recommendations: Based on the results obtained from the ORP survey the following recommendations are proposed:

1. MAC should sponsor continued studies into the job attitudes of their personnel. These studies should include a general examination of command attitudes and specific examinations by job function. This would allow MAC commanders to pinpoint areas in need of change.

2. MAC commanders should stress increased communications between supervisors and their subordinates. This communication should include periodic counseling to establish subordinate goals. Commanders should be certain that this increased communications reaches the lowest levels of their command.

3. MAC should sponsor research into the effect work repetition has on its civilian personnel's job attitudes.

4. Researchers should conduct further studies to discover why the attitudes of MAC civilian personnel are much more positive than those of other civilian personnel. Examinations into why the pattern of MAC civilian attitudes is so different from the patterns of MAC officers and enlisted personnel should also be conducted.

Chapter One

INTRODUCTION

This study provides Military Airlift Command (MAC) leaders feedback on job attitudes of personnel in their command. Data from the Leadership and Management Development Center's (LMDC) Organizational Assessment Package (OAP, Appendix C) survey are the source of this feedback. The study compares responses of Military Airlift Command (MAC) personnel to those of Air Force personnel in other commands and agencies which have results in the LMDC data base. The intent is to help identify strengths as well as potential problem areas based on this comparison of survey inputs from MAC personnel. By examining the possible attitudinal differences between these groups, MAC commanders can evaluate their current efforts in enhancing unit effectiveness and consider adjustments to compensate for any identified weaknesses.

Since the beginning of the all-volunteer force the Air Force has placed increased emphasis on improving motivation and productivity as a way of achieving organizational effectiveness. The intent of this emphasis is to create a job environment that can attract, retain, and motivate the quality military force necessary to support Air Force mission objectives. In their report on the OAP, Hendrix and Halverson (1979a, p. 5) made this observation, "Within organizations, management personnel are concerned with how well their organization meets its objectives. These objectives are frequently measured in terms of productivity, cost

savings, and retention of personnel. The Air Force continues to be concerned with this area of organizational effectiveness."

Several external influences motivate Air Force leaders to be concerned over organizational effectiveness. The first is the all-volunteer force. In the late 1970's, the military services were struggling to recruit and retain personnel of the quality and quantity they required (Korb, 1985b). In the 1980's this trend has turned around, but care must be taken not to allow concern over manpower to decline again (Korb, 1985a). Competition for manpower is also keen due to the decreasing numbers of available youth. John Naisbitt, author of Megatrends, predicts that labor shortages are beginning to occur and will continue throughout the century (Air Force Policy Letter for Commanders, 1985a). The improving economy and reduced unemployment have also contributed to recruiting problems (Korb, 1985a) by drawing off trained military personnel to the higher-paying civilian industries.

In addition to recruiting and retention problems, budget issues are also impacting organizational effectiveness in the Air Force. With future budget cuts looking more likely, commanders are feeling the pressure to increase productivity. General Larry D. Welch, then Air Force Vice Chief of Staff, suggested one reason for the growing need for quality manpower and increased productivity: "The increased investment in modernization and growth over the past four or five years has produced, and will continue to produce, corresponding growth in the demand for both quality and quantity of military and civilian manpower. But, it is painfully clear that Congress is not likely to agree to provide that manpower" (Air Force Policy Letters for Commanders, 1985b, p. 2). These examples

illustrate a definite need to create a work place that provides job satisfaction and motivates personnel to stay in the Air Force and productively support its mission.

In order to help create such a productive work place, the Air Force needed a tool to evaluate the effectiveness of its commanders' leadership and management efforts. In 1975 General David Jones, then Chairman of the Joint Chiefs of Staff, approved the formation of LMDC. One of its charters was to provide consulting services to commanders on request and provide Air Force decision makers with systemic information and leadership trends. LMDC developed the OAP survey as a tool to assist in this charter (Mahr, 1982; Short, 1985). Lt Col Lawrence Short (1985) outlined the reasons for developing the OAP. Its purpose was to: (a) assist LMDC consultants and traveling teams in the identification of organizational leadership/management strengths and weaknesses, (b) provide feedback to Air Force Professional Military Education Schools, and (c) establish a data base in support of Air Force-wide organizational effectiveness research. The current version of the OAP has been used in the field since 1978 and LMDC has built a very large cumulative sample (about 200,000 cases) of the Air Force population in the seven years of OAP use.

The most frequent use of the OAP data has been to provide reports to unit commanders who requested staff visits by LMDC consultant teams. The final reports created by these teams were given only to the commanders of the units they studied. In order to preserve confidentiality, LMDC did not forward these reports to higher headquarters. LMDC researchers also use this survey to examine attitudes in specific career fields, or to look at the effects of specific organizational structures. One report using

OAP data examined four unidentified major commands. It found significant differences in job attitudes among personnel from different commands and recommended further research (Dinnberger, 1980). The present report takes the next step in analyzing the OAP data base by examining a major command, MAC, to see if there are any significant differences in job attitudes for MAC compared with the remaining data base.

To compare MAC personnel's attitudes against the rest of the data base, the present research pursues four goals:

1. To review relevant background research and organizational behavior literature.
2. To compare OAP-measured demographic characteristics and job attitudes of officer, enlisted, and civilian personnel in MAC with the attitudes of corresponding personnel in other Air Force commands.
3. To analyze significant attitudinal differences between MAC personnel and other personnel who have responded to the OAP.
4. To develop recommendations for MAC commanders and functional managers.

This report addresses these four goals in the following manner. First, Chapter Two shows the results of the literature review, and the results of related research. Next, Chapter Three discusses the methodology for this research with an examination of the OAP survey and data collection. An explanation of MAC's mission is included to provide a better understanding of its varied responsibilities. Finally, this chapter explains the process of OAP data analysis. Chapter Four presents demographic data derived from the two sample groups along with the results of the attitudinal portion of the survey. Chapter Five is a discussion of

the results and conclusions drawn from the data in Chapter Four. Finally, Chapter Six summarizes and provides some recommendations for action and further research.

Chapter Two

LITERATURE REVIEW

Air Force interest in retention and job motivation increased dramatically with the implementation of the all volunteer armed forces in the early 1970's. This chapter provides a brief review of several significant theories in organizational behavior, what researchers have found in their analysis of job attitudes, and motivation and their effect on the Air Force's ability to attract, retain, and build a quality military force.

A multitude of books and articles have been written on organizational behavior and its many theories and applications. There has also been a considerable amount of research on retention and job satisfaction. Additionally, much of this research has used the Organizational Assessment Package (OAP) data base to examine these areas. Unfortunately, a review of research revealed few sources relating to job attitudes within major commands and no research directly relating to Military Airlift Command (MAC), the subject of the present report. Nevertheless, a brief review of key organizational behavior theory may give the reader a context in which to evaluate the present work.

Since the 1950's, many social scientists have contributed significant theories on organizational behavior and motivation. Maslow's (1954) "Theory of Human Motivation" was one of the first. He asserted five levels of needs--physiological, safety, affiliation, achievement, and esteem--were the basis for human motivation. Since Maslow, others have

expressed their own ideas on motivational theory. Some well-known theories are McGregor's (1960) "Integration of Goals," Uroom's (1964) "Balance/Expectation," Herzberg's "Dual Factor Theory" (Herzberg, Mausner, & Snyderman, 1959), Hersey and Blanchard's (1977) "Situational Leadership Model," and Hackman and Oldham's "Job Enrichment Model" (Hackman, Oldham, Jansen, & Purdy, 1975). For the interested reader Talbot (1979) presents an extensive literature review of the more popular theories and models pertaining to job motivation/satisfaction. Of these theories the Dual Factor Theory, Situational Leadership Model, and Job Enrichment Model have had the greatest impact on Air Force organizational research.

In 1959, Herzberg presented the Dual Factor Theory, also called the Motivation-Hygiene Theory (Herzberg et al., 1959). According to this theory, satisfaction of two distinct sets of needs is necessary to achieve high quality work. A worker's hygiene needs relate to his physical work environment. Deficiencies in this area cause job dissatisfaction. The second set of needs (motivation needs) promote a high degree of job satisfaction and Herzberg called them motivators. These relate to the job itself: achievement, recognition, work itself, advancement, and responsibility (Herzberg, 1966). In 1974, Air Force Logistics Command (AFLC) contracted Herzberg to implement his model at the Ogden Air Logistics Center in Utah. Other AFLC bases have since implemented his very successful program (Rafalko, 1976).

Hersey and Blanchard's (1977) work in situational leadership is the second theory that has had a major impact on the Air Force. This model is important to the current research because the Organizational Assessment Package (OAP) is based on a synthesis of the situational/contingency approach to leadership and management (Bass, 1980). This theory

emphasizes the behavior of the leader in relation to followers and environment. The maturity level of the group dictates the leadership style a leader must employ, varying the amount of direction and support based on what the followers need (Blanchard, 1983). Mahr's work (1982), consolidating the findings of available OAP research, provides an excellent history of the OAP development. Hendrix and Halverson's (1979a) report established the validity of the OAP in relation to the situational leadership model. Short's (1985) report on the OAP summarizes research on the validity and reliability of the survey itself.

Finally, Hackman and Oldham's research on job enrichment (Hackman, et al., 1975) has also had significant impact on organizational research in the Air Force. Their work complements previous work on motivation and satisfaction, particularly Herzberg's "Dual Factor Theory." Their model states that job motivation and satisfaction depend on three psychological states: experienced meaningfulness, experienced responsibility, and knowledge of results. Their model also identified five job characteristics to measure and identify changes necessary to increase job motivation. These five characteristics are skill variety, task identity, task significance, autonomy, and feedback (Hackman, et al., 1975). This model was extensively used to develop the job inventory items in the OAP survey (Mahr, 1982).

Within the Air Force, numerous job attitude studies have been conducted in the hope of improving retention. The following studies show a representative sample of the types of research conducted in the area of job attitudes and leadership.

With few exceptions, the Air Force has experienced less significant recruiting problems compared to the other services. Where the Air Force

does have a problem is with retention. Patterson (1977) reported in his study of career intent of first term Air Force personnel that job satisfaction was a significant variable in making career decisions. He also found that leadership/supervision had an impact, but of less significance. An Air Force Manpower and Personnel Center Officer/Airman Exit Survey also found job satisfaction and work environment issues to be significant factors for personnel choosing to leave the service (Dees & Jokerst, 1985). Researchers also have examined leadership style for its effects on retention and found that leadership style did have an impact on career intent. Specifically, democratic leadership behaviors improved career intent while autocratic leadership behavior did the opposite (Hall & Wilson, 1980).

The preceding research investigated what factors positively or negatively affected career intent. From the examples presented, only Hall and Wilson used the OAP to conduct their research. However, the OAP data base can be very useful for comparison studies between selected samples. This is the method pursued in the present report. The following paragraphs review research using the OAP in this manner. These studies are more directly related to the present work.

One study examined four separate personnel categories (Boren, 1980). These categories were Air Force Officers, Enlisted personnel, General Schedule Employees, and Wage Board employees. The purpose of this analysis was to measure and compare five job satisfaction variables in the OAP and analyze the attitude of each category to see if these areas hold potential for addressing the retention problem. Boren's analysis found that enlisted personnel rated their perceived job satisfaction lower than did the other three personnel categories. The rank ordering of these four

personnel categories on how they rated their job satisfaction was wage board civilians, general schedule civilians, officers, and enlisted personnel. Although all categories found their jobs meaningful, enlisted personnel rated their task identity and skill variety significantly lower than did the other personnel categories.

While Boren (1980) used the OAP to examine the four main personnel categories and their attitudes on job satisfaction, Reed (1979) analyzed the OAP to determine how useful the entire survey was in comparing the attitudes of a specific career field with the attitudes in the remaining Air Force data base. His analysis was specifically on Air Force maintenance officers (40XX career field). He found wide misconceptions about the attitudes of this group. He also found that the variables analyzed provided information that would be useful at many levels of command. Boren showed the usefulness of the OAP to examine general categories and Reed showed the OAP's ability for analysis on specific career fields.

To investigate the OAP's usefulness beyond specific career fields the Leadership and Management Development Center (LMDC) sponsored research to analyze the attitudes of personnel in major commands (Dinnberger, 1980). Their objective was to determine the significance and strength of differences between major commands and determine the worth of reporting these findings to interested commanders. They picked four unidentified commands for the study. Dinnberger found significant differences between all commands in all factors in the OAP. He suggested that there may be a relationship between a command's demographics and job attitudes. Commands with a high score in job attitude and motivation were also the commands with, "more stable, intrinsically satisfying jobs, more civilian

personnel, and better supervisory/management climates" (Dinnberger, 1980, p. 28).

All the theories on organizational behavior and the research just cited established the foundation for the analysis completed in this paper. Early works, in particular the Situational Leadership Model, provided the basis for the creation of LMDC's OAP. LMDC has compiled a substantial amount of analysis to establish the validity of the OAP. Research to establish causes for the Air Force's retention problems has identified job attitudes and leadership as important factors. The OAP measures these two factors. Although there is no specific research comparing job attitudes of MAC personnel, related research is available on personnel categories, specific career fields, and comparing several unidentified major commands. The literature reviewed in this chapter does not provide sufficient facts to develop a hypothesis for this study. However, it does provide a useful background to understand the analysis of data in the following chapters. The next chapter presents the methods used to conduct research on job attitudes of MAC personnel.

Chapter Three

METHOD

This chapter provides a description of the OAP survey and its use by LMDC in their consulting mission. It describes LMDC's data gathering procedures and the development of their data base. This chapter also describes the methods used to compare the attitudes of MAC personnel against the remaining personnel in the data base.

Instrumentation

The OAP is a 109-item survey questionnaire designed jointly by the Air Force Human Resources Laboratory (AFHRL), Brooks Air Force Base, Texas, and the Leadership and Management Development Center (LMDC), Maxwell Air Force Base, Alabama. LMDC uses the OAP in its mission to (a) conduct research on Air Force systemic issues using information in the OAP database, (b) provide leadership and management training, and (c) provide management consultation service to Air Force commanders upon request. The survey questionnaire consists of 16 demographic items and 93 attitudinal items (see Appendix C). Hendrix and Halverson (1979a; 1979b) provide documentation of the factor analysis results during OAP development. Short and Hamilton (1981) conducted a factor by factor assessment of the reliability of the OAP and found that it showed ". . . generally acceptable to excellent reliability for the primary factors," and ". . . that they were reliable enough for collection of Air Force systemic data." After two years of field use, Hightower and Short (1982) re-examined the

validity of the OAP. Their findings also support the use of the OAP as a data gathering instrument.

A cumulative data base contains all data from OAP administrations. While administering the survey, LMDC personnel gather other demographic information in addition to the 16 demographic items. This information includes work group code, personnel category and pay grade, age, sex, Primary Air Force Specialty Code (PAFSC), Duty Air Force Specialty Code (DAFSC), base, and major command. Two computer files make up the data base. One is a historical file containing data collected prior to 1 October 1981 and the other is an active file. LMDC uses the data from the active file for the consulting process. The present study took data from the active file covering the period from 1 October 1981 to 16 September 1985. When conducting research, either file may be used, or the files may be combined as appropriate.

Data Collection

All data for the present analysis were gathered as an integral part of the LMDC management consultation program. In the consultation process, the initial administration of the OAP in an organization is a key step in data gathering. This section describes the OAP administration process.

The process begins when an Air Force commander decides that he or she wants to look at what is happening in his or her organization in the realm of job attitudes. The organizational commander submits a request for LMDC's consulting team to visit the organization. LMDC then evaluates this request against internal LMDC administrative criteria for suitability. If approved, LMDC sends a consulting team to the client unit to gather the data. The team gathers data for their analysis in the

initial administration visit, before any other consulting procedures, and these data become part of the Pre-ORP Data Base. Everyone present for duty in the client unit is administered the ORP survey. LMDC personnel gather the surveys after they are filled out so no unit personnel ever handle the surveys. The LMDC consultants analyze the survey data, along with other data from the consulting process, to provide feedback to the client organization. They then present this feedback in a collective form, breaking the information out by organizations within the client unit. They provide this feedback to every work group within the organization. Each supervisor receives a feedback package showing the combined results of what his or her subordinates feel. LMDC handles all results in a confidential manner between LMDC and the client commander. For the interested reader, Short (1985) provides a detailed description of the LMDC consulting program.

From an Air Force-wide perspective, the ORP survey is not a random sampling of Air Force bases. LMDC gives the survey at bases where the client commander requests the LMDC consulting program. However, since the survey is given as a census of the consulted organization, data gathered is representative of the organization (usually Air Force wings). Data from numerous such organizational censuses comprise the LMDC data base. These data represent a significant portion of the Air Force population.

Subjects

To examine the perceptions of Military Airlift Command (MAC) members, responses to the pre-intervention ORP (pre-ORP) were taken from the active data base to form two independent groups: MAC and LMDC Data Base. The MAC group consists of officer, enlisted, and Department of the Air Force

civil service personnel. For this study the MAC group contains responses from all personnel surveyed who indicated MAC as their major command. The MAC sample represents 14 bases including 2 bases overseas. The Data Base Group consists of responses from all remaining personnel in the active file. The Data Base sample includes responses from 115 bases and operating locations from 12 major commands and operating agencies. Table 1 lists sample sizes, by personnel category, for these two groups.

Table 1			
Sample Sizes of Comparison Groups			
	Officers	Enlisted	Civilians
MAC Group	752	5484	782
Data Base	11561	65063	23912

The subjects within MAC perform a number of different jobs. The following excerpt from AU-23 (1985, p. 83), provides a brief overview of MAC's mission, and consequently highlights some of the responsibilities of MAC personnel:

The Military Airlift Command (MAC) is a specified command of the Department of Defense (DOD), a major command of the Air Force, and the Single Manager Operating Agency for airlift service within the DOD.

As a specified command, MAC is responsible to the Joint Chiefs of Staff for planning and performing airlift and special operations missions. The command provides airlift support as a specified command during exercises, crises, and wartime in support of other unified and specified commands. As a major command, MAC is responsible to the secretary of the Air Force and the chief of staff, US Air Force, for organizing, training and equipping forces to support DOD forces worldwide. It provides airlift services in peacetime in such a manner as to

promote its wartime capability. Systems and services assigned to MAC and under the direction of the chief of staff, US Air Force, include: Air Weather Service (AWS), combat rescue, Aerospace Audiovisual Service (AAVS), 76th Airlift Division, operational support airlift, and special aircrew training.

Procedures

Two separate examinations were conducted to analyze survey data from these groups. Examination 1, "Analysis of Demographic Information," is provided to characterize the sample groups. Examination 2, "Comparison of MAC Personnel to the LMDC Data Base," compares attitude scores of the groups by personnel category: MAC officers versus other officers, MAC enlisted members versus other enlisted members, and MAC civilians versus other civilian personnel.

The number *n* shown throughout this study is the total number of valid responses in the pre-intervention data base for the variable or key factor being examined. Each examination was performed using appropriate statistical analysis procedures contained in the Statistical Package for the Social Sciences (SPSS^X) User's Guide (1983).

Examination 1, Analysis of Demographic Information

For this analysis, LMDC divided the data base into two groups. The first group consisted of responses of those personnel who indicated MAC was their major command. Responses from all remaining personnel in the data base made up the second group. This examination used the SPSS^X subprogram "Crosstabs" to analyze the data.

Examination 2, Comparison of MAC Personnel to the Data Base

These analyses compared job attitude responses of MAC personnel to the data base by personnel category, i.e., officer, enlisted, and civilian. Two-tailed *t*-tests were performed to discern any attitudinal differences between groups within each personnel category. The level of

significance for all t-tests was $\alpha=.05$. The .05 level of significance obtained from the t-test evaluates whether there is a reliable statistical difference between the two groups with at least a 95% confidence level. An t-test was used to test the assumption of equal variances. Where appropriate, t-tests for unequal variance groups were used. These procedures identified OAP attitudinal factors for which NAC data varies significantly from the data base. Comparisons were made in four areas of organizational functioning.

1. Work Itself. This area deals with the task properties (technologies) and environmental conditions of the job. It measures perceptions of task characteristics.
2. Job Enrichment. Measures the degree to which the job itself is interesting, meaningful, challenging, and responsible.
3. Work Group Process. Assesses the effectiveness of supervisors and the process of accomplishing the work.
4. Work Group Output. Measures task performance, group development, and effects of the work situation on group members. Assesses perceptions of quality and quantity of task performance. Assesses pride and satisfaction individuals have in their jobs. See Appendix D for the factors and variables that comprise these areas in the OAP survey.

The next chapter presents the results of these demographic and attitudinal comparisons.

Chapter Four

RESULTS

This chapter presents the results of the statistical analyses conducted on the ORP survey responses comparing Military Airlift Command (MAC) with the remaining ORP data base. Results are presented in two examinations. The first examination looks at demographic findings for MAC personnel, compared to other personnel, who responded to the ORP survey. The second examination presents significant differences found between MAC personnel and the data base in the attitudinal portion of the ORP survey. Table 2 lists the significantly different factors found in the comparison of the two groups. Tables A-1 through A-21, Appendix A, provide a complete report of demographic data. Tables B-1 through B-3, Appendix B, list the complete results comparing MAC and the data base on the 21 attitudinal factors of the ORP survey. Finally, Tables B-4 and B-5, Appendix B, report the responses to the survey items comparing selected factors found to have significant differences between the two comparison groups.

Examination 1, Analysis of Demographic Information

Of the 752 MAC officers who responded to this survey, 87% are men and 13% are women. Of the 11,561 respondents in the other officer group, 88% are male and 12% are female. The percentages for white officers (87%) and black officers (6%) are the same for both groups. In both groups, over 50% of the officers surveyed have more than 8 years of service. Most MAC

officer respondents have been in their present career fields for more than 18 months (74%). They have been at their present duty stations less than 36 months (88%) and in their current position less than 12 months (54%). These percentages are slightly higher than for the other officer group. The typical MAC officer is married (75%), and 45% of the spouses are working. More than 35% of these MAC officers hold advanced degrees, compared with 46% in the other officer group. Fifty-nine percent of MAC officers and 55% of other officers are supervisors. Over 50% of MAC officers and 52% of the other officers do not write performance reports. Rated officers comprise 52% of MAC officer respondents, while only 35% of the other officers are rated. Over 54% of the officers in both groups indicate that they intend to make the Air Force a career.

A total of 5,484 MAC and 65,063 other enlisted personnel participated in the OAP survey. In the MAC group, 13% of the enlisted respondents are women. In the other enlisted group, 12% of the respondents are women. In both groups 72% are white, 16% are black, and 5% are Hispanic. The largest proportion of enlisted personnel in both groups are 21 to 25 years old. In the MAC group, 42%, and in the other group, 43%, of enlisted personnel have served less than 4 years. In both groups over 50% have been at their present duty stations for less than 18 months. The typical MAC enlisted person is married (61%), and 61% of the spouses are employed. Only 3% of MAC enlisted respondents hold college degrees, compared with 4% of the other enlisted respondents. Most of the enlisted personnel in both groups are not supervisors (60%) and do not write performance reports (66%). With MAC enlisted, 39% have a strong career intent compared to 38% of the other group.

Of the 782 MAC civilian personnel responding, 58% are women compared with 40% of the 23,912 other civilian respondents. In the MAC group, 74% are white and 16% are black. In the other civilian group 67% are white and 9% are black. Twenty-four percent of MAC civilians and 27% of other civilians are more than 50 years old. In the MAC group, 49% have more than 12 years of service with 57% remaining at their present duty stations over 36 months. The typical civilian employee is married (89% for MAC civilians and 75% for the other group). Eighty-seven percent of MAC civilian employees have less than a college degree, compared with only 76% of other civilian respondents. Civilians who supervise other people comprise 31% of the MAC group and 25% of the other civilian group.

Examination 2, Comparison of MAC Personnel to the Data Base

This examination found significant attitudinal differences between MAC personnel and the remaining personnel in the work itself, job enrichment, work group process, and work group output areas of the ORP survey. The following paragraphs provide a summary of the significantly different factors for each personnel category. Table 2 presents the significant attitudinal differences for each personnel category.

Table 2

Summary Table of Factors and Significant Differences Between MAC
Personnel and Other Air Force Personnel

Factor	Group	Officer Means*	Enlisted Means*	Civilian Means*
WORK ITSELF				
Job Performance	MAC			5.02
Goals	Other			4.85
Task Characteristics	MAC		5.08	5.46
	Other		5.03	5.31
Task Autonomy	MAC			4.76
	Other			4.58
Work Repetition	MAC	4.41		5.02
	Other	4.30		4.64
Desired Repetitive/ Easy Tasks	MAC			3.30
	Other			3.08
Job Related Training	MAC			4.79
	Other			4.46
JOB ENRICHMENT				
Skill Variety	MAC	5.34		
	Other	5.44		
Task Identity	MAC		5.09	5.44
	Other		5.05	5.33
Task Significance	MAC		5.77	5.94
	Other		5.69	5.71
Job Feedback	MAC			5.26
	Other			5.05
Job Motivation Index	MAC			147.09
	Other			130.70

* Means are listed only if there is a significant difference between the groups.

Table 2, (Cont)

Factor	Group	Officer Means	Enlisted Means	Civilian Means
WORK GROUP PROCESS				
Work Support	MAC		4.50	4.88
	Other		4.53	4.66
Management/ Supervision	MAC	5.16	4.84	5.20
	Other	5.32	4.90	4.97
Supervisory Communications Climate	MAC	4.72	4.43	4.84
	Other	4.87	4.52	4.56
Organizational Communications Climate	MAC	4.99		4.99
	Other	4.88		4.60
WORK GROUP OUTPUT				
Pride	MAC			5.69
	Other			5.41
Advancement/ Recognition	MAC			3.91
	Other			3.79
Work Group Effectiveness	MAC			5.75
	Other			5.63
Job Related Satisfaction	MAC		4.99	5.54
	Other		4.95	5.42
General Organizational Climate	MAC		4.36	5.11
	Other		4.41	4.77

* Means are listed only if there is a significant difference between the groups.

MAC Officers versus Other Officers

This examination found that MAC officers have significant attitudinal differences from other officers in the ORP survey areas of work itself, job enrichment, and the work group process. Specifically, 5 out of the 21 factors compared were significantly different, with MAC officers having lower mean responses on 3 of these factors. See Table B-1.

In the area of work itself, MAC officers have a higher mean response than other officers for the Work Repetition factor. This comparison shows

that MAC officers perceive their jobs as being more repetitive; they feel that they more frequently perform the same tasks, or face the same type of problems on a regular basis more frequently than the data base officers.

In Job enrichment, where factors measure the degree to which the job itself is interesting, meaningful, challenging, and responsible, MAC officer respondents report a less favorable attitude than other officer respondents. In the Skill Variety factor, MAC officers express a slightly less positive attitude.

Work group process is the last area where MAC officers scores were significantly different from the other officers' scores. In this area MAC officers are significantly different on three of the four factors which measure the pattern of activity and interaction among group members. MAC officers have less favorable perceptions in the Management and Supervision factor. They also are less positive about their Supervisory Communications Climate (which measures communication rapport with the supervisor, a good working environment, and how well performance is rewarded). However, MAC officers have a more positive attitude toward the Organizational Communications Climate.

MAC Enlisted Members versus Other Enlisted Members

These comparisons revealed significant differences between MAC and other enlisted respondents' attitudes on 8 of the 21 OAP factors. MAC enlisted members express more positive views on four of the eight significantly different factors. See Table B-2.

In the area of work itself, MAC enlisted members feel better about the general task characteristics of their jobs. This factor has to do with the task properties and environmental conditions of the job.

In the second area, job enrichment, MAC enlisted members express more favorable perceptions than the other enlisted members. They rate their Task Identity higher than the other enlisted personnel. MAC enlisted members also express a more positive attitude on the Task Significance factor, which measures the impact their work has on others.

In the work group process area, MAC enlisted members express significant differences in three of the four factors. They are less positive in their perception of Work Support (which measures the hindrance of additional duties and details, inadequate tools, equipment, or work space). They also report less positive feelings about Management and Supervision and their Supervisory Communications Climate.

The last area where significant differences are noteworthy is in the work group output area. MAC enlisted members report a more positive attitude on the Job Related Satisfaction factor. However, they indicate that they are less satisfied with the General Organizational Climate.

MAC Civilians versus Other Civilians

As shown in Table B-3, there are significant differences between MAC and other civilian respondents' scores in 19 of the 21 factors. In all 19 cases MAC civilian personnel's responses were higher than those of the other civilian personnel.

This chapter examined selected demographic information for each personnel category surveyed to highlight characteristics of the MAC survey group. In addition, it identified the significant differences between MAC personnel and data base personnel on each of the 21 factors in each personnel category. Chapter Five presents a discussion of possible reasons for these results.

Chapter Five

DISCUSSION

The purpose of this report, as stated in Chapter One, is to provide MAC leaders feedback on job attitudes of personnel in their command. This report compared the attitudes of MAC personnel against the remaining Air Force personnel who completed the OAP survey as part of LMDC's consulting program. As noted in the literature review, no related research was found comparing the job attitudes of MAC personnel. The absence of research in this area resulted in no hypothesis being forced about any expected outcome from the analysis conducted in this report.

A limitation in conducting a study of this type is the difficulty in drawing specific conclusions which can be turned into useful recommendations. The main difficulty is due to the diversity of the jobs within MAC as illustrated in the MAC mission statement in Chapter Three. In spite of this limitation, it was possible to identify statistically significant differences between the attitudes of MAC and other Air Force personnel. These differences allow the author to suggest possible explanations, which warrant discussion.

This chapter presents a discussion of the significant results found in the comparison of MAC and other Air Force personnel's job attitudes identified by the OAP survey. The discussion focuses on the three personnel categories surveyed: officer, enlisted, and civilian. The discussion in each personnel category covers significant findings in the

four main areas of the survey which are the work itself, job enrichment, work group process, and work group output.

MAC Officers

As noted in Chapter Four, MAC officers reported statistically significant differences in only 5 of the 21 factors on the QAP survey. In the area of work itself, MAC officers reported differences from the other Air Force officers on the Work Repetition factor. In this factor MAC officers indicated a higher tendency to repeatedly perform the same tasks and face the same problems on a regular basis (see Table B-1). Their mean score (mean=4.41, where 4=to a moderate extent and 5=to a fairly large extent) indicates that this repetition occurs quite often. This score compared with their score on the Desired Repetitive/Easy Task factor (mean=2.50, where 2=a slight amount and 3=a moderate amount) shows that they perceive too much repetition.

In the area of job enrichment, MAC officers were significantly different and reported a less positive attitude on the Skill Variety factor. This factor measures the degree to which a job requires a variety of different tasks or activities in carrying out the work, involves the use of a number of different skills and talents of the worker, and demands skills valued by the worker. While MAC officers reported a very positive attitude about this factor (mean=5.34, where 5=to a fairly large extent and 6=to a great extent) their mean score was lower than that of other Air Force officers. MAC officers' perception of having more repetitive work, as discussed previously, is most likely responsible for their having a slightly lower response in the Skill Variety factor. A possible reason

for MAC officers differing from other officers in these two factors may be the organization and mission requirements of MAC. MAC's organizational structure limits officers from performing duties outside of their specialty. However, this characteristic is not limited to MAC and is very likely a characteristic of other commands. The process of operating or supporting airlift missions follows a set sequence of events and is more unique to MAC. To accomplish the mission the MAC officer faces basically the same challenges each day. With many missions operating each day the required tasks, with their inevitable problems, becomes repetitive. Since MAC officers report a less positive attitude toward the Skill Variety factor compared to the other officers and rate the Work Repetition factor higher, this possibly suggests that facing repetitive problems is a primary irritant. This may mean that the MAC organization does not adequately identify these repetitive problems and implement solutions to avoid their reoccurrence. While both means are still fairly positive, further examination into the repetitive problems MAC officers face is indicated.

The final area where any significant differences were shown by MAC officers is in the work group process area. In this area MAC officers indicate their immediate supervisors do not provide as much support and feedback compared with the other Air Force officers. In the Management/Supervision factor, MAC officers are less positive than other Air Force officers in the ratings given their supervisors (see Table B-1 & B-4). Their Job Performance Standards and Work Procedures are not as highly rated as those of the other officer group. This indicates a lower perception of support, guidance received, and quality of supervision as

comparable to the other officers. While the MAC officer mean score for this rating is still fairly high (mean=5.16, where 5=slightly agree and 6=moderately agree) they scored lower than the other Air Force officers. In the related factor of Supervisory Communications Climate, MAC officers also reported a lower rating. In this factor they are much more neutral in rating their supervisors than in the previous factor (mean=4.72, 4=neither agree nor disagree and 5=slightly agree). Their overall mean factor score and individual variable mean scores (Table B-4) show that MAC supervisors are not providing as good a working environment, they are less effective at establishing goals with subordinates, and they provide less specific feedback to their subordinates. A possible explanation for this is that MAC supervisors do not as routinely counsel their subordinates. This leaves the subordinate with only their Officer Effectiveness Report as a gauge to their performance. In contrast to these results, MAC officers rated their Organizational Communications Climate higher than did the other Air Force officers. This indicates a more open communications environment in the overall organization and that adequate information is provided to do their job.

The examination of significant responses between MAC officers and the other Air Force officers highlights two areas of difference. The first is the perception that MAC officers have concerning the repetitiveness of their work and the impact this may have on their Skill Variety score. Second, examining the results of all three factors in the work group process area indicates that the immediate supervision of MAC officers is rated lower than that of the other Air Force officers. The fact that MAC officers express positive attitudes about their overall organizational

climate again directs attention toward the immediate supervisor. Hall and Wilson's (1980) report on the impact of leadership style on career intent supports the importance of good supervisory communications for improved job satisfaction and increasing retention rates.

MAC Enlisted

In general, MAC enlisted personnel express more positive attitudes than the other enlisted personnel in the areas of the work itself and job enrichment. In these two areas, MAC scores on three related factors were significantly higher than those of the other enlisted personnel. These factors were Task Characteristics, Task Identity, and Task Significance. Based on the data from Table B-2, MAC enlisted personnel appear to be generally satisfied with the jobs they perform. The increased emphasis on the importance of the airlift mission and the public attention received over the last several years may be partly responsible for their higher responses.

Examination of the attitudes of MAC enlisted personnel in the work group process area shows that their attitudes closely parallel the attitudes of MAC officers. The three mean factor scores found significantly different from other enlisted personnel mean scores were in Work Support, Management/Supervision, and Supervisory Communications Climate. These differences show that MAC enlisted personnel also perceive less supervisory support and feedback from their immediate supervisors, perhaps for the same reasons already mentioned for MAC officers.

The responses from MAC enlisted personnel in the work group output area are consistent with their attitudes in the three previous areas. In

this area MAC enlisted personnel expressed a more positive attitude than the other Air Force enlisted personnel toward Job Related Satisfaction. On the General Organizational Climate factor MAC enlisted personnel expressed less positive attitudes. The Job Related Satisfaction responses support the more positive responses in the Task Characteristics, Task Identity, and Task Significance factors. The less positive responses on the General Organizational Climate factor support their lower responses, compared to the other Air Force enlisted personnel, in the work group process area. The fact that enlisted personnel are generally farther down the chain of command suggests that supervisors may not be passing on organizational goals and information that they receive. The general conclusion that can be drawn from these data is that, while MAC enlisted personnel are happier with their jobs (because of the attention received) than other Air Force enlisted personnel, they are not as happy with the support and feedback they receive from their immediate supervisors and organization.

MAC Civilians

MAC civilian personnel had the most dramatic and unexpected results of all the comparisons. Their reporting statistically different attitudes in 19 of the 21 factors examined was surprising, especially since on all 19 factors they reported a higher mean score than the other civilian personnel. Overall this shows a significantly higher level of job satisfaction compared to the other civilians. In spite of these very positive results, MAC civilian personnel responses on two factors warrant discussion.

In the area of work itself, MAC civilian personnel report the highest score for the Work Repetition factor (mean=5.02, where 5=to a fairly large extent). In contrast, they only express a moderate desire for repetition on the Desired Repetitive/Easy Task factor (mean=3.30, where 3=a moderate amount and 4=a fairly large amount). The comparison of these two factors suggests an imbalance which could have a potential effect on their overall job satisfaction in the future.

The final factor worth examining is the Advancement/ Recognition factor in the work group output area. In this factor, although their scores are higher than the other civilians, MAC civilian employees report a fairly low awareness of opportunities for advancement, recognition, and preparing for increased responsibility. This also suggests a possible negative impact on their overall job satisfaction. These two factors warrant additional study to determine their effects on MAC civilians' job attitudes.

This chapter discussed the significant findings of the three personnel categories examined. It compared the attitudes of MAC personnel and the remaining personnel in the ORP data base. The next chapter summarizes findings and presents recommendations for future action.

Chapter 6

RECOMMENDATIONS

This chapter presents a summary of results and recommendations based on the comparison of the responses of MAC personnel to those of other Air Force personnel who responded to LMDC's ORP survey. The complete results of this comparison are in Appendices A and B; the questionnaire for the ORP survey is in Appendix C; and the factors and variables guide to the ORP is in Appendix D. The following paragraphs present a summary of the results found.

This report found MAC officers have a higher perceived rate of Work Repetition. A possible cause for this was their having to deal with repetitive problems more frequently than the other officers. These perceptions may have an impact on their attitude toward Skill Variety, which they rated lower than the other Air Force officers in the data base. Additionally, MAC officers indicate a less positive attitude toward the support and feedback they receive from their immediate supervisors. In spite of their less favorable attitude toward their supervisors, MAC officers still have a more positive attitude toward the organization as a whole.

MAC enlisted personnel, overall, have the lowest job attitude ratings of the three personnel categories. MAC enlisted personnel show a more positive attitude than data base enlisted personnel toward Job Related Satisfaction. In contrast to their more positive attitude on Job Related

Satisfaction they expressed a less positive attitude than the data base toward their immediate supervisor's support and feedback. Additionally, this less positive attitude also carries into their perceptions of their organizations as a whole.

MAC civilian personnel reported the most surprising results. They had statistically significantly more positive attitudes than data base civilians in 19 of the 21 factors compared. Their results show significantly more favorable job attitudes than the remaining Air Force civilian personnel. Two factors were identified for further attention. The first was Work Repetition, where MAC civilians reported they must accomplish repetitive tasks and face repetitive problems more often than the other Air Force civilians. This attitude, when compared to their only moderate desire for repetitive work, could imply potential for reduced overall job satisfaction. The second factor deserving attention was Advancement/Recognition, where they expressed a lower awareness than other personnel categories of related opportunities for advancement.

Based on the results obtained from the OAP survey data the following recommendations are proposed:

1. MAC should sponsor continued studies into the job attitudes of their personnel. These studies should include a general examination of command attitudes and specific examinations by job function. This would allow MAC commanders to pinpoint areas in need of change.
2. MAC commanders should stress increased communication between supervisors and their subordinates. This communication should include periodic counseling to establish subordinate goals. Commanders should be certain that this increased communications reaches the lowest levels of

their command.

3. MAC should sponsor research into the effect work repetition has on its civilian personnel's job attitudes.

4. Researchers should conduct further studies to discover why the attitudes of MAC civilian personnel are much more positive than those of the other civilian personnel. Examinations into why the pattern of MAC civilian attitudes is so different from the patterns of MAC officers and enlisted personnel should also be conducted.

REFERENCES

- Air Force Policy Letter for Commanders. (1985a, April 1). Washington, DC: Office of the Secretary of the Air Force.
- Air Force Policy Letter for Commanders. (1985b, July 1). Washington, DC: Office of the Secretary of the Air Force.
- AU-23, United States Air Force commands and agencies: Basic information. (1985). Maxwell AFB, AL: Headquarters Air University.
- Boren, G. E. (1980). An assessment and comparison of Air Force job related satisfaction by Air Force personnel categories (Report No. 0210-80). Maxwell AFB, AL: Air Command and Staff College.
- Blanchard, T. (1983). Situational leadership revisited. In Concepts for Air Force Leadership. pp. 4-23 to 4-28. Maxwell AFB, AL: Air University.
- Dees, D. J., & Jokerst, R. P. (1985, Summer). Is pilot retention a problem? Airlift, pp. 1-4.
- Dirnberger, K. R. (1980). Organizational assessment: Implications for Air Force major air commands (Report No. 0570-80). Maxwell AFB, AL: Air Command and Staff College.
- Hackman, R. J., Oldham, G., Janson, R., & Purdy, K. (1975). A new strategy for job enrichment. California Management Review, 17, 57-71.
- Hall, J. D., & Wilson, C. J. (1980). The impact of leadership styles on USAF career intention (Report No. 0960-80). Maxwell AFB, AL: Air Command and Staff College.
- Hendrix, W. H., & Halverson, U. B. (1979a). Organizational Survey Assessment Package for Air Force organizations (AFHRL-TR-78-93). Brooks AFB, TX: Air Force Human Resources Laboratory.
- Hendrix, W. H., & Halverson, U. B. (1979b). Situational factor identification in Air Force organizations (AFHRL-TR-79-10). Brooks AFB, TX: Air Force Human Resources Laboratory.
- Hersey, P. E., & Blanchard T. (1977). Management of organizational behavior. New Jersey: Prentice-Hall.

CONTINUED

- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). The motivation to work. New York: Wiley.
- Herzberg, F. (1966). Work and the nature of man. Cleveland, OH: World.
- Hightower, F. M., & Short, L. O. (1982). Factor stability of the Organizational Assessment Package (LMDC-TR-82-1). Maxwell AFB, AL: Leadership and Management Development Center.
- Korb, L. J. (1985a, June). Keeping the quality in a quality force. Defense/85, pp. 19-27.
- Korb, L. J. (1985b, February 11). Pensions aren't plush; soldiers deserve them. USA Today, p. 7B.
- Mahr, T.A. (1982). Manual for the Organizational Assessment Package Survey (Report No. 82-1560). Maxwell AFB, AL: Air Command and Staff College.
- Maslow, A. (1954). Motivation and personality. New York: Harper.
- McGregor, D. (1960). The human side of enterprise. New York: McGraw-Hill.
- Patterson, J. W. (1977). Analysis of career intent and job satisfaction of first term Air Force personnel. Masters thesis, School of Engineering, Air Force Institute of Technology, Wright-Patterson AFB, OH.
- Rafalko, E. A. (1976). Job enrichment - Ogden style. Air University Review, 28, 46-53.
- Reed, D. M. (1979). Systemic analysis of aircraft maintenance/munitions/avionics officers job attitudes. Maxwell AFB, AL: Air Command and Staff College.
- Short, L. O. (1985). The United States Air Force Organizational Assessment Package (LMDC-TR-85-2). Maxwell AFB, AL: Leadership and Management Development Center.
- Short, L. O., & Hamilton, K. L. (1981). An examination of the reliability of the Organizational Assessment Package (LMDC-TR-81-2). Maxwell AFB, AL: Leadership and Management Development Center.

CONTINUED

SPSS^X user's guide. (1983). New York: McGraw-Hill.

Talbot, T. R. (1979). Job satisfaction: Literature review and empirical test of a job facet satisfactions model (Report No. AFIT/GSM/SM/79S-14). Masters thesis, Air Force Institute of Technology, Wright-Patterson AFB, OH.

Uroos, U. H. (1964). Work and motivation. New York: McGraw-Hill.

APPENDIX

APPENDIX A DEMOGRAPHIC DATA

Appendix A

Table A-1

Number of Respondents by Personnel Category

	MAC Personnel (n)	Data Base (n)
Officer	752	11561
Enlisted	5484	65063
Civilians	782	23912

Table A-2

Sex by Personnel Category

	MAC Personnel		Data Base	
	Male(%)	Female(%)	Male(%)	Female(%)
n =	5722	1272	81812	18364
Officer	11.5	7.5	12.4	7.8
Enlisted	82.8	57.5	70.1	41.0
Civilians	5.7	34.9	17.5	51.2

Table A-3

Age by Personnel Category

	MAC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	752	5484	782	11561	65056	23906
17 to 20 Yrs	0.0	12.2	1.5	0.0	13.9	1.2
21 to 25 Yrs	14.9	41.1	8.3	12.1	37.8	6.1
26 to 30 Yrs	34.4	20.5	11.8	27.5	19.4	10.5
31 to 35 Yrs	21.1	14.3	14.3	23.6	14.5	14.4
36 to 40 Yrs	15.7	8.4	14.8	19.9	9.9	14.0
41 to 45 Yrs	8.4	2.7	13.7	11.3	2.9	12.5
46 to 50 Yrs	3.3	0.4	11.3	3.5	0.7	14.1
>50 Years	2.1	0.4	24.3	2.1	0.7	27.1

Table A-4

Time in Air Force

	MAC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	749	5467	580	11543	64893	21305
< 1 Yr	3.5	7.0	7.2	3.3	7.0	5.0
1 to 2 Yrs	6.7	11.3	7.4	5.3	12.1	5.0
2 to 3 Yrs	10.5	11.8	6.6	7.5	12.5	5.2
3 to 4 Yrs	7.5	11.8	5.9	7.1	11.3	4.9
4 to 8 Yrs	22.2	23.2	11.6	21.5	20.3	11.8
8 to 12 Yrs	16.0	12.8	12.4	16.2	12.9	12.5
> 12 Years	33.6	22.1	49.0	39.3	23.8	55.5

Table A-5

Months in Present Career Field

	MAC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	745	5456	752	11483	64681	23293
< 6 Mos	7.1	5.1	7.6	5.2	4.9	5.6
6 to 12 Mos	8.3	7.0	10.1	7.7	8.1	7.2
12 to 18 Mos	10.2	7.7	7.0	7.7	8.3	6.0
18 to 36 Mos	24.4	20.0	13.4	21.4	21.0	13.5
> 36 Months	49.9	60.2	61.8	58.0	57.7	67.7

Table A-6

Months at Present Duty Station

	MAC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	749	5463	757	11527	64731	23368
< 6 Mos	15.6	16.2	5.5	13.7	15.3	6.3
6 to 12 Mos	16.6	18.2	10.3	16.6	18.6	7.8
12 to 18 Mos	17.6	16.3	7.5	16.1	16.1	6.2
18 to 36 Mos	38.1	32.9	19.9	35.8	32.1	15.0
> 36 Months	12.1	16.5	56.7	17.8	17.9	64.7

Table A-7

Months in Present Position

	MAC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	751	5450	767	11516	64652	23510
< 6 Mos	28.8	26.9	12.6	26.1	27.8	14.0
6 to 12 Mos	25.2	23.1	17.2	24.8	24.2	14.7
12 to 18 Mos	16.4	16.6	11.7	17.0	16.3	10.2
18 to 36 Mos	24.2	24.2	17.9	24.8	22.6	19.7
> 36 Months	5.5	9.1	40.5	7.2	9.2	41.4

Table
A-8

Ethnic Group

	MAC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	749	5444	770	11503	64603	23540
Amer Indian/Alaskan	0.4	1.4	1.7	0.7	1.4	1.3
Asian/Pacific Is.	1.3	1.9	2.6	1.5	2.0	2.8
Black	5.9	15.9	15.6	5.9	16.3	9.4
Hispanic	2.8	4.8	2.5	2.3	5.3	16.6
White	87.3	72.4	74.0	87.6	71.5	67.0
Other	2.3	3.6	3.6	2.1	3.5	2.9

Table A-9

Marital Status

	MAC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	752	5467	780	11550	64952	23840
Not Married	23.3	37.4	16.3	20.9	35.4	18.7
Married	75.0	60.6	79.6	77.5	62.3	75.2
Single Parent	1.7	2.0	4.1	1.6	2.3	6.1

Table A-10

Spouse Employment Status: MAC

	Geographically Separated			Not Geo. Separated		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	18	288	53	546	3026	568
Civ. Employed	61.1	55.2	69.8	31.5	41.9	41.2
Not Employed	16.7	25.3	13.2	55.7	40.4	22.7
Military Member	22.2	19.4	17.0	12.8	17.7	36.1

Table A-11

Spouse Employment Status: Data Base

	Geographically Separated			Not Geo. Separated		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	400	3215	1016	8556	37281	16918
Civ. Employed	59.0	58.9	69.1	34.6	37.6	54.6
Not Employed	20.2	26.5	17.9	57.0	48.5	34.7
Military Member	20.8	14.6	13.0	8.3	13.9	10.8

Table A-12

Educational Level

	MAC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	750	5465	771	11531	64821	23587
Non HS Grad	0.1	0.6	6.6	0.0	0.8	5.4
HS Grad or GED	0.0	48.1	36.4	0.2	44.9	28.7
< 2 Yrs College	0.3	34.6	23.2	0.3	34.6	23.9
> 2 Yrs College	0.7	13.9	19.1	1.4	16.0	18.3
Bachelors Degree	63.2	2.5	9.1	52.3	3.2	15.4
Masters Degree	31.2	0.4	3.4	37.6	0.5	7.1
Doctoral Degree	4.5	0.0	0.3	8.1	0.0	1.1

Table A-13

Professional Military Education

	MAC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	750	5463	777	11547	64918	23783
None	35.5	29.2	73.0	34.2	31.8	78.7
Phase 1 or 2	1.7	32.1	11.8	1.0	29.7	7.4
Phase 3	1.7	20.9	3.2	1.2	18.8	3.3
Phase 4	1.2	10.4	4.0	0.9	11.6	2.8
SNCOR-Phase 5	0.0	4.4	3.1	0.2	4.9	2.0
SOS	26.5	0.1	1.2	26.8	0.2	1.1
Int Svc School	22.9	2.8	3.0	23.4	2.9	3.4
Sen Svc School	10.4	0.1	0.8	12.4	0.1	1.3

Table A-14

Number People Directly Supervised

	MAC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	748	5017	772	11507	58992	23798
None	5.2	0.0	13.6	5.5	0.0	17.5
1 Person	36.1	59.5	55.2	39.2	60.3	57.7
2 People	5.2	7.9	3.6	6.9	7.6	2.4
3 People	6.0	7.0	5.4	6.0	7.2	2.0
4 People	9.2	5.7	3.8	7.5	5.5	2.2
5 People	11.8	8.5	5.8	13.1	7.8	4.4
6 to 8 People	9.1	5.1	5.2	9.6	4.7	5.7
9 or > People	17.4	6.4	7.4	12.2	6.8	10.1

Table A-15

Number People for Whom Respondent Writes APR/OER/Appraisal

	MARC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	748	5455	779	11533	64858	23840
None	50.3	66.0	76.3	51.5	66.6	78.9
1 Person	12.0	9.5	3.1	9.0	8.5	2.1
2 People	6.3	8.0	4.1	7.0	7.8	1.8
3 People	7.8	6.5	3.0	7.1	5.6	2.0
4 to 5 People	12.0	7.3	5.4	11.3	7.0	3.8
6 to 8 People	7.6	2.2	4.4	8.5	2.5	3.1
9 or > People	4.0	0.5	3.9	5.5	2.1	8.3

Table A-16

Supervisor Writes Respondent's APR/OER/Appraisal

	MARC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	740	5411	750	11385	64102	23085
Yes	65.5	65.6	83.1	78.3	70.7	77.7
No	25.8	23.6	8.1	13.5	18.3	9.6
Not Sure	8.6	10.8	8.8	8.3	11.0	12.8

Table A-17

Work Schedule

	MAC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	747	5416	770	11440	64430	23364
Day shift	46.7	53.1	84.3	60.2	60.7	88.1
Swing Shift	0.3	8.3	3.0	0.2	7.3	3.2
Night Shift	0.1	5.1	0.5	0.1	2.8	0.8
Rotating Shifts	5.6	16.5	6.6	4.7	13.3	4.5
Irregular Schedule	9.6	9.7	4.9	12.7	12.5	2.2
A lot TDY/On-call	12.0	3.8	0.4	7.9	2.4	0.9
Crew Schedule	25.6	3.6	0.3	14.3	1.1	0.3

Table A-18

Supervisor Holds Group Meetings

	MAC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	738	5398	771	11426	64004	23522
Never	8.3	19.1	14.3	6.5	16.2	9.9
Occasionally	22.4	36.8	34.9	23.0	33.5	34.7
Monthly	13.1	5.4	12.7	13.6	9.0	18.9
Weekly	39.7	24.6	32.0	42.5	27.6	30.2
Daily	14.4	12.4	4.4	12.2	11.4	4.5
Continuously	2.2	1.8	1.7	2.1	2.2	1.8

Table A-19

Supervisor Holds Group Meetings to Solve Problems

	MARC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	735	5374	764	11364	63586	23196
Never	17.8	28.2	20.5	15.1	24.7	24.3
Occasionally	47.1	40.1	42.8	42.3	39.8	41.8
Half the Time	20.1	15.3	16.4	22.0	16.8	15.3
Always	15.0	16.5	20.3	20.5	18.7	15.5

Table A-20

Aeronautical Rating and Current Status

	MARC Personnel		Data Base	
	Off(%)	Enl(%)	Off(%)	Enl(%)
n =	750	5456	11393	63799
Nonrated, not on aircrew	47.3	25.4	62.2	91.0
Nonrated, now on aircrew	0.8	5.6	2.5	1.8
Rated, in crew/ops job	42.4	1.8	25.9	1.6
Rated, in support job	9.5	7.2	9.4	5.6

Table A-21

Career Intent

	MRC Personnel			Data Base		
	Off(%)	Enl(%)	Civ(%)	Off(%)	Enl(%)	Civ(%)
n =	750	5459	550	11494	64688	20645
Retire 12 Mos	2.5	2.3	7.3	3.5	3.2	6.3
Career	51.2	36.9	50.0	51.2	34.7	51.4
Likely Career	24.1	19.4	20.2	22.3	18.7	23.5
Maybe Career	14.9	20.5	14.9	15.0	20.6	12.6
Likely Separate	5.6	13.0	5.5	5.0	13.7	3.4
Separate	1.6	8.0	2.2	3.0	9.1	2.8

APPENDIX

APPENDIX B ATTITUDINAL DATA

Appendix B

Table B-1
MAC Officers vs. Other Officers

THE WORK ITSELF				
Factor	Mean	SD	df ^a	t
Job Performance Goals			843	1.76
MAC Officers	4.78	0.93		
Other Officers	4.72	0.99		
Task Characteristics			11897	0.15
MAC Officers	5.35	0.92		
Other Officers	5.34	0.95		
Task Autonomy			11930	0.32
MAC Officers	4.57	1.32		
Other Officers	4.55	1.36		
Work Repetition			12111	2.14*
MAC Officers	4.41	1.34		
Other Officers	4.30	1.38		
Desired Repetitive/ Easy Tasks			11748	0.67
MAC Officers	2.50	1.07		
Other Officers	2.47	1.05		
Job Related Training			9592	1.89
MAC Officers	4.80	1.47		
Other Officers	4.68	1.48		

* $p < .05$. ** $p < .01$. *** $p < .001$.

^a Approximate degrees of freedom are given when t -test for groups with unequal variances is used.

Table B-1 (Continued)

MAC Officers vs. Other Officers

JOB ENRICHMENT				
Factor	Mean	SD	df ^a	t
Skill Variety			12193	-2.06*
MAC Officers	5.34	1.29		
Other Officers	5.44	1.28		
Task Identity			12158	0.32
MAC Officers	5.23	1.21		
Other Officers	5.22	1.21		
Task Significance			12209	1.60
MAC Officers	5.86	1.20		
Other Officers	5.79	1.26		
Job Feedback			12179	1.02
MAC Officers	4.93	1.16		
Other Officers	4.88	1.18		
Need for Enrichment			11904	-1.35
MAC Officers	6.05	0.86		
Other Officers	6.09	0.87		
Job Motivation Index			11138	-0.12
MAC Officers	125.97	65.10		
Other Officers	126.30	67.54		

* $p < .05$. ** $p < .01$. *** $p < .001$.

^a Approximate degrees of freedom are given when t -test for groups with unequal variances is used.

Appendix B

Table B-1 (Continued)

MAC Officers vs. Other Officers

WORK GROUP PROCESS				
Factor	Mean	SD	df ^a	t
Work Support			11739	0.27
MAC Officers	4.57	1.13		
Other Officers	4.56	1.09		
Management/Supervision			11502	-3.20**
MAC Officers	5.16	1.40		
Other Officers	5.32	1.34		
Supervisory Communications Climate			783	-2.68**
MAC Officers	4.72	1.49		
Other Officers	4.87	1.41		
Organizational Communications Climate			11341	2.24*
MAC Officers	4.99	1.23		
Other Officers	4.88	1.26		

* $p < .05$. ** $p < .01$. *** $p < .001$.

^a Approximate degrees of freedom are given when t-test for groups with unequal variances is used.

Table B-1 (Continued)

MAC Officers vs. Other Officers

WORK GROUP OUTPUT				
Factor	Mean	SD	df ^a	t
Pride			851	1.46
MAC Officers	5.54	1.32		
Other Officers	5.47	1.40		
Advancement/Recognition			11660	1.65
MAC Officers	4.65	1.18		
Other Officers	4.57	1.19		
Work Group Effectiveness			11780	-1.35
MAC Officers	5.72	1.10		
Other Officers	5.78	1.08		
Job Related Satisfaction			10988	1.38
MAC Officers	5.42	1.10		
Other Officers	5.36	1.09		
General				
Organizational Climate			11422	1.86
MAC Officers	5.29	1.22		
Other Officers	5.20	1.25		

* $p < .05$. ** $p < .01$. *** $p < .001$.

^a Approximate degrees of freedom are given when t -test for groups with unequal variances is used.

Appendix B

Table B-2

MAC Enlisted vs. Other Enlisted

THE WORK ITSELF				
Factor	Mean	SD	df ^a	t
Job Performance Goals			67874	1.25
MAC Enlisted	4.75	0.98		
Other Enlisted	4.74	0.98		
Task Characteristics			6219	2.96**
MAC Enlisted	5.08	0.97		
Other Enlisted	5.03	1.01		
Task Autonomy			6206	1.45
MAC Enlisted	3.86	1.37		
Other Enlisted	3.83	1.42		
Work Repetition			69361	-0.28
MAC Enlisted	5.13	1.36		
Other Enlisted	5.14	1.37		
Desired Repetitive/ Easy Tasks			68091	0.45
MAC Enlisted	3.23	1.40		
Other Enlisted	3.22	1.42		
Job Related Training			66372	-0.47
MAC Enlisted	4.47	1.61		
Other Enlisted	4.48	1.58		

*p<.05. **p<.01. ***p<.001.

^a Approximate degrees of freedom are given when t-test for groups with unequal variances is used.

Table B-2 (Continued)

MAC Enlisted vs. Other Enlisted

JOB ENRICHMENT				
Factor	Mean	SD	df ^a	t
Skill Variety			6389	1.49
MAC Enlisted	4.63	1.43		
Other Enlisted	4.59	1.46		
Task Identity			6408	2.31*
MAC Enlisted	5.09	1.22		
Other Enlisted	5.05	1.25		
Task Significance			6460	4.28***
MAC Enlisted	5.77	1.27		
Other Enlisted	5.69	1.31		
Job Feedback			69610	1.77
MAC Enlisted	4.79	1.29		
Other Enlisted	4.76	1.29		
Need for Enrichment			67626	-1.49
MAC Enlisted	5.45	1.24		
Other Enlisted	5.48	1.24		
Job Motivation Index			5813	0.86
MAC Enlisted	101.18	61.04		
Other Enlisted	100.39	63.08		

* $p < .05$. ** $p < .01$. *** $p < .001$.

^a Approximate degrees of freedom are given when t -test for groups with unequal variances is used.

Table B-2 (Continued)

MAC Enlisted vs. Other Enlisted

WORK GROUP PROCESS				
Factor	Mean	SD	df ^a	t
Work Support			67816	-2.17*
MAC Enlisted	4.50	1.12		
Other Enlisted	4.53	1.12		
Management/Supervision			65803	-2.53*
MAC Enlisted	4.84	1.60		
Other Enlisted	4.90	1.57		
Supervisory Communications Climate			66055	-3.72***
MAC Enlisted	4.43	1.66		
Other Enlisted	4.52	1.63		
Organizational Communications Climate			64623	0.02
MAC Enlisted	4.38	1.30		
Other Enlisted	4.38	1.32		

* $p < .05$. ** $p < .01$. *** $p < .001$.^a Approximate degrees of freedom are given when t -test for groups with unequal variances is used.

Table B-2 (Continued)

MAC Enlisted vs. Other Enlisted

WORK GROUP OUTPUT				
Factor	Mean	SD	df ^a	t
Pride			69168	1.08
MAC Enlisted	4.93	1.64		
Other Enlisted	4.90	1.65		
Advancement/Recognition			66891	0.50
MAC Enlisted	4.27	1.18		
Other Enlisted	4.26	1.20		
Work Group Effectiveness			66989	-1.56
MAC Enlisted	5.44	1.26		
Other Enlisted	5.47	1.24		
Job Related Satisfaction			5592	1.98*
MAC Enlisted	4.99	1.19		
Other Enlisted	4.95	1.22		
General				
Organizational Climate			64561	-2.20*
MAC Enlisted	4.36	1.38		
Other Enlisted	4.41	1.40		

* $p < .05$. ** $p < .01$. *** $p < .001$.

^a Approximate degrees of freedom are given when t -test for group with unequal variances is used.

Table B-3

MAC Civilians vs. Other Civilians

THE WORK ITSELF				
Factor	Mean	SD	df ^a	t
Job Performance Goals			23491	4.57***
MAC Civilians	5.02	0.98		
Other Civilians	4.85	1.00		
Task Characteristics			23213	4.20***
MAC Civilians	5.46	0.92		
Other Civilians	5.31	0.95		
Task Autonomy			23681	3.70***
MAC Civilians	4.76	1.36		
Other Civilians	4.58	1.35		
Work Repetition			24189	7.35***
MAC Civilians	5.02	1.38		
Other Civilians	4.64	1.43		
Desired Repetitive/ Easy Tasks			23647	4.10***
MAC Civilians	3.30	1.45		
Other Civilians	3.08	1.39		
Job Related Training			21958	4.93***
MAC Civilians	4.79	1.59		
Other Civilians	4.46	1.68		

* $p < .05$. ** $p < .01$. *** $p < .001$.

^a Approximate degrees of freedom are given when t -test for groups with unequal variances is used.

Table B-3 (Continued)

MAC Civilians vs. Other Civilians

JOB ENRICHMENT				
Factor	Mean	SD	df ^a	t
Skill Variety			24147	-0.60
MAC Civilians	5.05	1.35		
Other Civilians	5.08	1.37		
Task Identity			24206	2.46*
MAC Civilians	5.44	1.14		
Other Civilians	5.33	1.17		
Task Significance			24259	5.02***
MAC Civilians	5.94	1.22		
Other Civilians	5.71	1.26		
Job Feedback			24260	4.54***
MAC Civilians	5.26	1.26		
Other Civilians	5.05	1.27		
Need for Enrichment			778	0.22
MAC Civilians	5.73	1.25		
Other Civilians	5.70	1.18		
Job Motivation Index			21689	5.99***
MAC Civilians	147.09	72.95		
Other Civilians	130.70	70.26		

*p<.05. **p<.01. ***p<.001.

^a Approximate degrees of freedom are given when t-test for groups with unequal variances is used.

Appendix B

Table B-3 (Continued)

MAC Civilians vs. Other Civilians

WORK GROUP PROCESS				
Factor	Mean	SD	df ^a	t
Work Support			23460	5.31***
MAC Civilians	4.88	1.11		
Other Civilians	4.66	1.11		
Management/Supervision			22834	3.65***
MAC Civilians	5.20	1.65		
Other Civilians	4.97	1.64		
Supervisory Communications Climate			22736	4.33***
MAC Civilians	4.84	1.71		
Other Civilians	4.56	1.71		
Organizational Communications Climate			22356	7.24***
MAC Civilians	4.99	1.34		
Other Civilians	4.60	1.41		

* $p < .05$. ** $p < .01$. *** $p < .001$.^a Approximate degrees of freedom are given when t -test for groups with unequal variances is used.

Table B-3 (Continued)

MAC Civilians vs. Other Civilians

WORK GROUP OUTPUT				
Factor	Mean	SD	df ^a	t
Pride			820	5.50***
MAC Civilians	5.69	1.36		
Other Civilians	5.41	1.45		
Advancement/Recognition			22528	2.30*
MAC Civilians	3.91	1.34		
Other Civilians	3.79	1.34		
Perceived Productivity			23357	2.52*
MAC Civilians	5.75	1.28		
Other Civilians	5.63	1.25		
Job Related Satisfaction			21963	2.87**
MAC Civilians	5.54	1.08		
Other Civilians	5.42	1.08		
General				
Organizational Climate			22298	6.29***
MAC Civilians	5.11	1.37		
Other Civilians	4.77	1.39		

* $p < .05$. ** $p < .01$. *** $p < .001$.

^a Approximate degrees of freedom are given when t -test for groups with unequal variances is used.

Appendix B

Table B-4

MAC Officers vs. Other Officers

MANAGEMENT/SUPERVISION FACTOR				
Variable	Mean	SD	df ^a	t
U404			12065	-1.50
MAC Officers	5.15	1.69		
Other Officers	5.25	1.64		
U405			12125	-1.76
MAC Officers	5.65	1.46		
Other Officers	5.75	1.41		
U410			825	-2.96**
MAC Officers	5.36	1.64		
Other Officers	5.54	1.56		
U411			822	-3.18**
MAC Officers	4.97	1.86		
Other Officers	5.19	1.76		
U412			825	-3.28**
MAC Officers	4.92	1.69		
Other Officers	5.13	1.59		
U413			12131	-3.06**
MAC Officers	5.06	1.73		
Other Officers	5.25	1.67		
U445			12074	-3.44**
MAC Officers	4.59	1.70		
Other Officers	4.81	1.68		
U416			12105	-1.64
MAC Officers	5.46	1.65		
Other Officers	5.56	1.60		

*p<.05. **p<.01. ***p<.001.

^a Approximate degrees of freedom are given when t-test for groups with unequal variances is used.

Table B-4 (Continued)

MAC Officers vs. Other Officers

SUPERVISORY COMMUNICATIONS CLIMATE FACTOR				
Variable	Mean	SD	df ^a	t
U426			829	-4.32***
MAC Officers	5.26	1.69		
Other Officers	5.54	1.58		
U428			12042	-2.38*
MAC Officers	4.83	1.73		
Other Officers	4.98	1.66		
U431			12034	-2.75**
MAC Officers	4.43	1.77		
Other Officers	4.61	1.70		
U433			12099	-2.26*
MAC Officers	4.89	1.81		
Other Officers	5.04	1.75		
U435			12060	-2.95**
MAC Officers	4.55	1.70		
Other Officers	4.73	1.63		
U436			11794	0.40
MAC Officers	4.91	1.68		
Other Officers	4.89	1.65		
U437			12018	-1.97*
MAC Officers	4.49	1.84		
Other Officers	4.62	1.78		
U442			12068	-2.69**
MAC Officers	4.29	1.85		
Other Officers	4.48	1.80		

*p<.05. **p<.01. ***p<.001.

^a Approximate degrees of freedom are given when t-test for groups with unequal variances is used.

Appendix B

Table B-4 (Continued)

MAC Officers vs. Other Officers

ORGANIZATIONAL COMMUNICATIONS CLIMATE FACTOR				
Variable	Mean	SD	df ^a	t
U300			12047	0.85
MAC Officers	4.66	1.67		
Other Officers	4.61	1.65		
U301			12065	1.76
MAC Officers	4.69	1.64		
Other Officers	4.58	1.65		
U302			12136	2.10*
MAC Officers	4.91	1.50		
Other Officers	4.79	1.56		
U303			12106	3.37**
MAC Officers	5.44	1.48		
Other Officers	5.24	1.54		
U304			12114	0.36
MAC Officers	4.72	1.73		
Other Officers	4.70	1.70		
U309			12206	1.71
MAC Officers	4.91	1.66		
Other Officers	4.80	1.67		
U314			12198	1.46
MAC Officers	5.04	1.64		
Other Officers	4.95	1.68		
U317			12145	1.18
MAC Officers	5.32	1.46		
Other Officers	5.26	1.45		
U318			12167	1.66
MAC Officers	5.07	1.50		
Other Officers	4.98	1.50		

* $p < .05$. ** $p < .01$. *** $p < .001$.^a Approximate degrees of freedom are given when t -test for groups with unequal variances is used.

Table B-5

MAC Enlisted vs. Other Enlisted

WORK SUPPORT FACTOR				
Variable	Mean	SD	df ^a	t
U206			69260	1.49
MAC Enlisted	3.76	1.84		
Other Enlisted	3.72	1.83		
U207			69265	-2.62**
MAC Enlisted	4.65	1.53		
Other Enlisted	4.71	1.52		
U208			69745	-0.65
MAC Enlisted	4.60	1.63		
Other Enlisted	4.62	1.63		

* $p < .05$. ** $p < .01$. *** $p < .001$.

^a Approximate degrees of freedom are given when t -test for groups with unequal variances is used.

Table B-5 (Continued)

MAC Enlisted vs. Other Enlisted

MANAGEMENT/SUPERVISION FACTOR				
Variable	Mean	SD	df ^a	t
U404			69380	-0.88
MAC Enlisted	4.75	1.91		
Other Enlisted	4.77	1.87		
U405			69544	-3.24**
MAC Enlisted	5.13	1.73		
Other Enlisted	5.20	1.71		
U410			69451	-3.16**
MAC Enlisted	5.01	1.87		
Other Enlisted	5.09	1.83		
U411			69451	-2.56*
MAC Enlisted	4.69	2.00		
Other Enlisted	4.76	1.98		
U412			69700	-1.01
MAC Enlisted	4.79	1.83		
Other Enlisted	4.81	1.81		
U413			6321	-2.25*
MAC Enlisted	4.91	1.88		
Other Enlisted	4.97	1.84		
U445			69474	-2.81**
MAC Enlisted	4.54	1.89		
Other Enlisted	4.61	1.88		
U416			69492	-1.48
MAC Enlisted	4.85	1.96		
Other Enlisted	4.89	1.94		

* $p < .05$. ** $p < .01$. *** $p < .001$.

^a Approximate degrees of freedom are given when t -test for groups with unequal variances is used.

Table B-5 (Continued)

MAC Enlisted vs. Other Enlisted

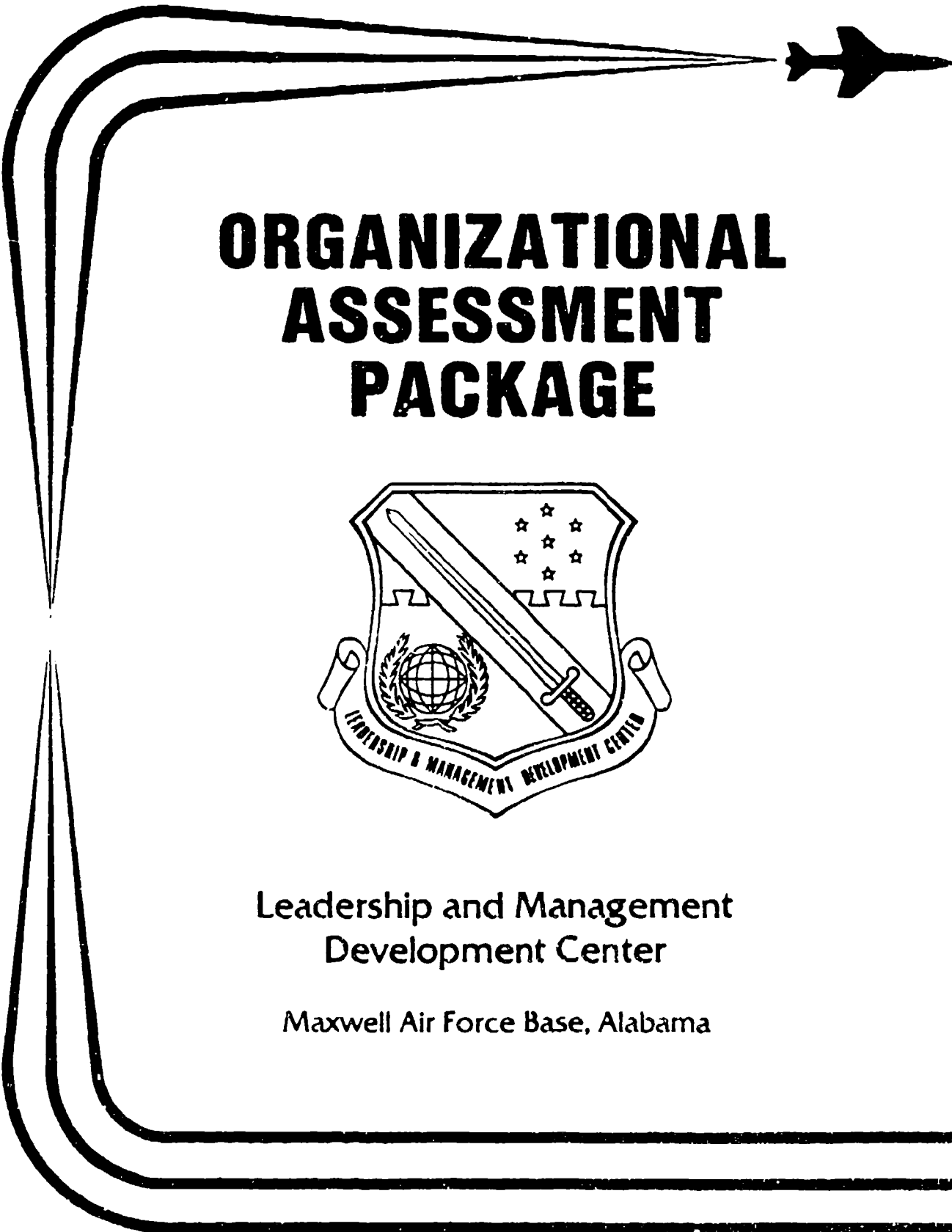
SUPERVISORY COMMUNICATIONS CLIMATE FACTOR				
Variable	Mean	SD	df ^a	t
U426			69699	-3.91***
MAC Enlisted	4.79	1.94		
Other Enlisted	4.90	1.91		
U428			69536	-2.80**
MAC Enlisted	4.42	1.90		
Other Enlisted	4.50	1.88		
U431			69497	-4.20***
MAC Enlisted	4.08	1.87		
Other Enlisted	4.19	1.87		
U433			69561	-4.42***
MAC Enlisted	4.53	2.03		
Other Enlisted	4.66	1.99		
U435			69564	-3.65***
MAC Enlisted	4.36	1.85		
Other Enlisted	4.45	1.82		
U436			69289	-0.89
MAC Enlisted	4.65	1.87		
Other Enlisted	4.67	1.86		
U437			69398	-3.35**
MAC Enlisted	4.29	1.99		
Other Enlisted	4.39	1.97		
U442			69483	-3.80***
MAC Enlisted	4.25	1.99		
Other Enlisted	4.35	1.96		

* $p < .05$. ** $p < .01$. *** $p < .001$.^a Approximate degrees of freedom are given when t -test for groups with unequal variances is used.

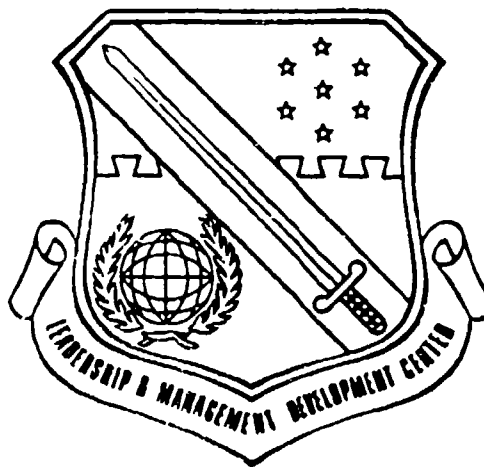
APPENDIX

APPENDIX C

ORGANIZATIONAL ASSESSMENT PACKAGE SURVEY



ORGANIZATIONAL ASSESSMENT PACKAGE



Leadership and Management
Development Center

Maxwell Air Force Base, Alabama

Organizational Assessment Package

PRIVACY ACT STATEMENT

In accordance with D.O.D. Directive 5400.11, Personal Privacy and Rights of Individuals Regarding Their Personnel Records, the following information about this survey is provided:

- a. Authority: 10 U.S.C., 131.
- b. Principal Purpose: The survey is being conducted to assess your organization from a leadership and management perspective.
- c. Routine Uses: Information provided by respondents will be treated confidentially. The averaged data will be used for organizational strength and weakness identification and research and development purposes.
- d. Participation: Response to this survey is voluntary. Your cooperation in this effort is appreciated.

[PLEASE DO NOT TEAR, MARK ON, OR OTHERWISE DAMAGE THIS BOOKLET]

GENERAL INFORMATION

The leaders of your organization are genuinely interested in improving the overall conditions within their areas of responsibility. Providing a more satisfying Air Force way of life and increasing organizational effectiveness are also goals. One method of reaching these goals is by continual refinement of the management processes of the Air Force. Areas of concern include job related issues such as leadership and management; training and utilization; motivation of and concern for people; and the communication process.

This survey is intended to provide a means of identifying areas within your organization needing the greatest emphasis in the immediate future. You will be asked questions about your job, work group, supervisor, and organization. For the results to be useful, it is important that you respond to each statement thoughtfully, honestly, and as frankly as possible. Remember, this is not a test, there are no right or wrong responses.

Your completed response sheet will be processed by automated equipment, and be summarized in statistical form. Your individual response will remain confidential, as it will be combined with the responses of many other persons, and used for organizational feedback and possibly Air Force wide studies.

KEY WORDS

The following should be considered as key words throughout the survey:

- Supervisor: The person who gives you your day-to-day guidance in accomplishing your job.
- Work Group: All persons who work for the same supervisor that you do.
- Organization: Your squadron. However, if you work in staff/support agencies, the division or deputation would be your organization.

INSTRUCTIONS

1. All statements may be answered by filling in the appropriate spaces on the response sheet provided. If you do not find a response that fits your case exactly, use the one that is the closest to the way you feel.

2. Be sure that you have completed Section 1 of the response sheet, as instructed by the survey administrator, before beginning Section 2.

3. Please use the pencil provided, and observe the following:

--Make heavy black marks that fill the spaces.

--Erase cleanly any responses you wish to change.

--Make no stray markings of any kind on the response sheet.

--Do not staple, fold or tear the response sheet.

--Do not make any markings on the survey booklet.

4. The response sheet has a 0-7 scale. The survey statements normally require a 1-7 response. Use the zero (0) response only if the statement truly does not apply to your situation. Statements are responded to by marking the appropriate space on the response sheet as in the following example:

Using the scale below, evaluate the sample statement.

1 = Strongly disagree

2 = Moderately disagree

3 = Slightly disagree

4 = Neither agree nor disagree

5 = Slightly agree

6 = Moderately agree

7 = Strongly agree

Sample Statement. The information your work group receives from other work groups is helpful.

If you moderately agree with the sample statement, you would blacken the oval (6) on the response sheet.

Sample Response: NA
 (0) (1) (2) (3) (4) (5) (6) (7)

5. When you have completed the survey, please turn in the survey materials as instructed in the introduction.

BACKGROUND INFORMATION

This section of the survey concerns your background. The information requested is to insure that the groups you belong to are accurately represented and not to identify you as an individual. Please use the separate response sheet and darken the oval which corresponds to your response to each question.

1. Total years in the Air Force:

1. Less than 1 year.
2. More than 1 year, less than 2 years
3. More than 2 years, less than 3 years.
4. More than 3 years, less than 4 years.
5. More than 4 years, less than 8 years.
6. More than 8 years, less than 12 years.
7. More than 12 years.

2. Total months in present career field.

1. Less than 1 month.
2. More than 1 month, less than 6 months.
3. More than 6 months, less than 12 months.
4. More than 12 months, less than 18 months.
5. More than 18 months, less than 24 months.
6. More than 24 months, less than 36 months.
7. More than 36 months.

3. Total months at this station:

1. Less than 1 month.
2. More than 1 month, less than 6 months.
3. More than 6 months, less than 12 months.
4. More than 12 months, less than 18 months.
5. More than 18 months, less than 24 months.
6. More than 24 months, less than 36 months.
7. More than 36 months.

4. Total months in present position:

1. Less than 1 month.
2. More than 1 month, less than 6 months.
3. More than 6 months, less than 12 months.
4. More than 12 months, less than 18 months.
5. More than 18 months, less than 24 months.
6. More than 24 months, less than 36 months.
7. More than 36 months.

5. Your Ethnic Group is:

1. American Indian or Alaskan Native
2. Asian or Pacific Islander
3. Black, not of Hispanic Origin
4. Hispanic
5. White, not of Hispanic Origin
6. Other

6. Your highest education level attained is:

1. Non-high school graduate
2. High school graduate or GED
3. Less than two years college
4. Two years or more college
5. Bachelors Degree
6. Masters Degree
7. Doctoral Degree

7. Highest level of professional military education (residence or correspondence):

0. None or not applicable
1. NCO Orientation Course or USAF Supervisor Course (NCO Phase 1 or 2)/
NCO Preparatory Course.
2. NCO Leadership School (NCO Phase 3)
3. NCO Academy (NCO Phase 4)
4. Senior NCO Academy (NCO Phase 5)
5. Squadron Officer School
6. Intermediate Service School (i.e., ACSC, or equivalent)
7. Senior Service School (i.e., AWC, ICAF, NWC)

8. How many people do you directly supervise?

- | | |
|---------|--------------|
| 1. None | 4. 3 |
| 2. 1 | 5. 4 to 5 |
| 3. 2 | 6. 6 to 8 |
| | 7. 9 or more |

9. For how many people do you write performance reports?

- | | |
|---------|--------------|
| 1. None | 4. 3 |
| 2. 1 | 5. 4 to 5 |
| 3. 2 | 6. 6 to 8 |
| | 7. 9 or more |

10. Does your supervisor actually write your performance reports?

- | | | |
|--------|-------|-------------|
| 1. yes | 2. no | 3. not sure |
|--------|-------|-------------|

11. Which of the following "best" describes your marital status?

- 0. Not Married
- 1. Married: Spouse is a civilian employed outside home.
- 2. Married: Spouse is a civilian employed outside home-geographically separated.
- 3. Married: Spouse not employed outside home.
- 4. Married: Spouse not employed outside home-geographically separated.
- 5. Married: Spouse is a military member.
- 6. Married: Spouse is a military member-geographically separated.
- 7. Single Parent.

12. What is your usual work schedule?

- 1. Day shift, normally stable hours.
- 2. Swing shift (about 1600-2400)
- 3. Mid shift (about 2400-0800)
- 4. Rotating shift schedule
- 5. Day or shift work with irregular/unstable hours.
- 6. Frequent TDY/travel or frequently on-call to report to work.
- 7. Crew schedule.

13. How often does your supervisor hold group meetings?

- 1. Never
- 2. Occasionally
- 3. Monthly
- 4. Weekly
- 5. Daily
- 6. Continuously

14. How often are group meetings used to solve problems and establish goals?

- 1. Never
- 2. Occasionally
- 3. About half the time
- 4. All of the time

15. What is your aeronautical rating and current status?

- 1. Nonrated, noc on aircrew
- 2. Nonrated, now on aircrew
- 3. Rated, in crew/operations job
- 4. Rated, in support job

16. Which of the following best describes your career or employment intentions?

- 1. Planning to retire in the next 12 months
- 2. Will continue in/with the Air Force as a career
- 3. Will most likely continue in/with the Air Force as a career
- 4. May continue in/with the Air Force
- 5. Will most likely not make the Air Force a career
- 6. Will separate/terminate from the Air Force as soon as possible

JOB INVENTORY

Below are items which relate to your job. Read each statement carefully and then decide to what extent the statement is true of your job. Indicate the extent to which the statement is true for your job by choosing the phrase which best represents your job.

- | | |
|-----------------------------|------------------------------|
| 1 = Not at all | 5 = To a fairly large extent |
| 2 = To a very little extent | 6 = To a great extent |
| 3 = To a little extent | 7 = To a very great extent |
| 4 = To a moderate extent | |

Select the corresponding number for each question and enter it on the separate response sheet.

17. To what extent does your job require you to do many different things, using a variety of your talents and skills?
18. To what extent does your job involve doing a whole task or unit of work?
19. To what extent is your job significant, in that it affects others in some important way?
20. To what extent does your job provide a great deal of freedom and independence in scheduling your work?
21. To what extent does your job provide a great deal of freedom and independence in selecting your own procedures to accomplish it?
22. To what extent are you able to determine how well you are doing your job without feedback from anyone else?
23. To what extent do additional duties interfere with the performance of your primary job?
24. To what extent do you have adequate tools and equipment to accomplish your job?
25. To what extent is the amount of work space provided adequate?
26. To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?
27. To what extent does doing your job well affect a lot of people?
28. To what extent does your job provide you with the chance to finish completely the piece of work you have begun?

1 = Not at all
2 = To a very little extent
3 = To a little extent
4 = To a moderate extent

5 = To a fairly large extent
6 = To a great extent
7 = To a very great extent

29. To what extent does your job require you to use a number of complex skills?
30. To what extent does your job give you freedom to do your work as you see fit?
31. To what extent are you allowed to make the major decisions required to perform your job well?
32. To what extent are you proud of your job?
33. To what extent do you feel accountable to your supervisor in accomplishing your job?
34. To what extent do you know exactly what is expected of you in performing your job?
35. To what extent are your job performance goals difficult to accomplish?
36. To what extent are your job performance goals clear?
37. To what extent are your job performance goals specific?
38. To what extent are your job performance goals realistic?
39. To what extent do you perform the same tasks repeatedly within a short period of time?
40. To what extent are you faced with the same type of problem on a weekly basis?
41. To what extent are you aware of promotion/advancement opportunities that affect you?
42. To what extent do co-workers in your work group maintain high standards of performance?
43. To what extent do you have the opportunity to progress up your career ladder?
44. To what extent are you being prepared to accept increased responsibility?
45. To what extent do people who perform well receive recognition?
46. To what extent does your work give you a feeling of pride?

- 1 = Not at all
- 2 = To a very little extent
- 3 = To a little extent
- 4 = To a moderate extent

- 5 = To a fairly large extent
- 6 = To a great extent
- 7 = To a very great extent

- 47. To what extent do you have the opportunity to learn skills which will improve your promotion potential?
- 48. To what extent do you have the necessary supplies to accomplish your job?
- 49. To what extent do details (tasks not covered by primary or additional duty descriptions) interfere with the performance of your primary job?
- 50. To what extent does a bottleneck in your organization seriously affect the flow of work either to or from your group?

JOB DESIRES

The statements below deal with job related characteristics. Read each statement and choose the response which best represents how much you would like to have each characteristic in your job.

In my job, I would like to have the characteristics described:

- 1 = Not at all
- 2 = A slight amount
- 3 = A moderate amount
- 4 = A fairly large amount

- 5 = A large amount
- 6 = A very large amount
- 7 = An extremely large amount

- 51. Opportunities to have independence in my work.
- 52. A job that is meaningful.
- 53. An opportunity for personal growth in my job.
- 54. Opportunities in my work to use my skills.
- 55. Opportunities to perform a variety of tasks.
- 56. A job in which tasks are repetitive.
- 57. A job in which tasks are relatively easy to accomplish.

SUPERVISION

The statements below describe characteristics of managers or supervisors. Indicate your agreement by choosing the phrase which best represents your attitude concerning your supervisor.

- | | |
|--------------------------------|----------------------|
| 1 = Strongly disagree | 5 = Slightly agree |
| 2 = Moderately disagree | 6 = Moderately agree |
| 3 = Slightly disagree | 7 = Strongly agree |
| 4 = Neither agree nor disagree | |

Select the corresponding number for each statement and enter it on the separate response sheet.

- 58. My supervisor is a good planner.
- 59. My supervisor sets high performance standards.
- 60. My supervisor encourages teamwork.
- 61. My supervisor represents the group at all times.
- 62. My supervisor establishes good work procedures.
- 63. My supervisor has made his responsibilities clear to the group.
- 64. My supervisor fully explains procedures to each group member.
- 65. My supervisor performs well under pressure.
- 66. My supervisor takes time to help me when needed.
- 67. My supervisor asks members for their ideas on task improvements.
- 68. My supervisor explains how my job contributes to the overall mission.
- 69. My supervisor helps me set specific goals.
- 70. My supervisor lets me know when I am doing a good job.
- 71. My supervisor lets me know when I am doing a poor job.
- 72. My supervisor always helps me improve my performance.
- 73. My supervisor insures that I get job related training when needed.
- 74. My job performance has improved due to feedback received from my supervisor.

75. When I need technical advice, I usually go to my supervisor.
76. My supervisor frequently gives me feedback on how well I am doing my job.

WORK GROUP PRODUCTIVITY

The statements below deal with the output of your work group. The term "your work group" refers to you and your co-workers who work for the same supervisor. Indicate your agreement with the statement by selecting the phrase which best expresses your opinion.

- | | |
|-------------------------|--------------------------------|
| 1 = Strongly disagree | 4 = Neither agree nor disagree |
| 2 = Moderately disagree | 5 = Slightly agree |
| 3 = Slightly disagree | 6 = Moderately agree |
| | 7 = Strongly agree |

Select the corresponding number for each statement and enter it on the separate response sheet.

77. The quantity of output of your work group is very high.
78. The quality of output of your work group is very high.
79. When high priority work arises, such as short suspenses, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.
80. Your work group always gets maximum output from available resources (e.g., personnel and material).
81. Your work group's performance in comparison to similar work groups is very high.

ORGANIZATION CLIMATE

Below are items which describe characteristics of your organization. The term "your organization" refers to your squadron or staff agency. Indicate your agreement by choosing the phrase which best represents your opinion concerning your organization.

- | | |
|--------------------------------|----------------------|
| 1 = Strongly disagree | 5 = Slightly agree |
| 2 = Moderately disagree | 6 = Moderately agree |
| 3 = Slightly disagree | 7 = Strongly agree |
| 4 = Neither agree nor disagree | |

Select the corresponding number for each item and enter it on the separate response sheet.

1 = Strongly disagree
2 = Moderately disagree
3 = Slightly disagree
4 = Neither agree or disagree

5 = Slightly agree
6 = Moderately agree
7 = Strongly agree

82. Ideas developed by my work group are readily accepted by management personnel above my supervisor.
83. My organization provides all the necessary information for me to do my job effectively.
84. My organization provides adequate information to my work group.
85. My work group is usually aware of important events and situations.
86. My complaints are aired satisfactorily.
87. My organization is very interested in the attitudes of the group members toward their jobs.
88. My organization has a very strong interest in the welfare of its people.
89. I am very proud to work for this organization.
90. I feel responsible to my organization in accomplishing its mission.
91. The information in my organization is widely shared so that those needing it have it available.
92. Personnel in my unit are recognized for outstanding performance.
93. I am usually given the opportunity to show or demonstrate my work to others.
94. There is a high spirit of teamwork among my co-workers.
95. There is outstanding cooperation between work groups of my organization.
96. My organization has clear-cut goals.
97. I feel motivated to contribute my best efforts to the mission of my organization.
98. My organization rewards individuals based on performance.
99. The goals of my organization are reasonable.
100. My organization provides accurate information to my work group.

JOB RELATED ISSUES

The items below are used to determine how satisfied you are with specific job related issues. Indicate your degree of satisfaction or dissatisfaction with each issue by choosing the most appropriate phrase.

- | | |
|--|--------------------------|
| 1 = Extremely dissatisfied | 5 = Slightly satisfied |
| 2 = Moderately dissatisfied | 6 = Moderately satisfied |
| 3 = Slightly dissatisfied | 7 = Extremely satisfied |
| 4 = Neither satisfied nor dissatisfied | |

Select the corresponding number for each question and enter it on the separate response sheet.

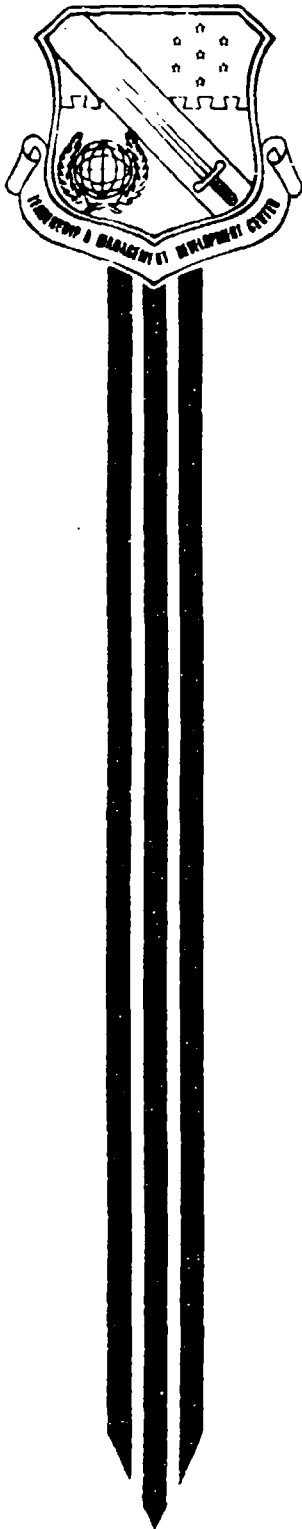
101. Feeling of Helpfulness
The chance to help people and improve their welfare through the performance of my job. The importance of my job performance to the welfare of others.
102. Co-Worker Relationship
My amount of effort compared to the effort of my co-workers, the extent to which my co-workers share the load, and the spirit of teamwork which exists among my co-workers.
103. Family Attitude Toward Job
The recognition and the pride my family has in the work I do.
104. On-the-Job Training (OJT)
The OJT instructional methods and instructors' competence.
105. Technical Training (Other than OJT)
The technical training I have received to perform my current job.
106. Work Schedule
My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.
107. Job Security
108. Acquired Valuable Skills
The chance to acquire valuable skills in my job which prepare me for future opportunities.
109. My Job as a Whole

APPENDIX

APPENDIX D

ORGANIZATIONAL ASSESSMENT PACKAGE SURVEY: FACTORS AND VARIABLES GUIDE

PREVIOUS PAGE
IS BLANK



**ORGANIZATIONAL ASSESSMENT
PACKAGE SURVEY**

**FACTORS
AND
VARIABLES**

JANUARY 1986

**LEADERSHIP AND MANAGEMENT DEVELOPMENT CENTER
AIR UNIVERSITY**

FACTORS AND VARIABLES OF THE ORGANIZATIONAL ASSESSMENT PACKAGE

The OAP is a 109-item survey questionnaire designed jointly by the Air Force Human Resources Laboratory and the Leadership and Management Development Center (LMDC) and is used to aid LMDC in its missions to: (a) conduct research on Air Force systemic issues using information in the OAP database, (b) provide leadership and management training, and (c) provide management consultation service to Air Force commanders upon request.

Allowable responses to the attitudinal items on the survey range from 1 (low) to 7 (high). The attitudinal items are grouped into 25 factors that address such areas as the job itself, management and supervision, communications, and performance in the organization. Each data record consists of 7 externally coded descriptors and 24 demographic items as well as the responses to the 93 attitudinal items.

The factors measured by the OAP are grouped into a systems model to assess three aspects of a work group: input, process, and output (adapted from McGrath's model).

Input. In LMDC's adaptation of the model, input is comprised of demographics, work itself, and job enrichment.

A. Demographics. Descriptive or background information about the respondents to the OAP survey.

B. Work Itself. The work itself has to do with the task properties [technologies] and environmental conditions of the job. It assesses the patterns of characteristics members bring to the group or organization, and patterns of differentiation and integration among position and roles. The following OAP factors measure the work itself:

- 806 - Job Desires (Need For Enrichment)
- 810 - Job Performance Goals
- 812 - Task Characteristics
- 813 - Task Autonomy
- 814 - Work Repetition
- 816 - Desired Repetitive Easy Tasks
- 823 - Job Related Training
- Job Influences (not a statistical factor)

C. Job Enrichment. Measures the degree to which the job itself is interesting, meaningful, challenging, and responsible. The following OAP factors measure job enrichment:

- 800 - Skill Variety
- 801 - Task Identity
- 802 - Task Significance
- 804 - Job Feedback
- 806 - Need for Enrichment Index (Job Desires)
- 807 - Job Motivation Index

- 808 - OJI Total Score
- 809 - Job Motivation Index - Additive
- 825 - Motivation Potential Score

Work Group Process. The work group assesses the pattern of activity and interaction among the group members. The following OAP factors measures leadership and the work group process:

- 805 - Performance Barriers/Blockages (Work Support)
- 818 - Management and Supervision
- 819 - Supervisory Communications Climate
- 820 - Organizational Communications Climate
- Work Interferences (not a statistical factor)
- Supervisory Assistance (not a statistical factor)

Work Group Output. Measures task performance, group development, and effects on group members. Assesses the quantity and quality of task performance and alteration of the group's relation to the environment. Assesses changes in positions and role patterns, and in the development of norms. Assesses changes on skills and attitudes, and effects on adjustment. The following OAP factors measure the work group output:

- 811 - Pride
- 817 - Advancement/Recognition
- 821 - Work Group Effectiveness (Perceived Productivity)
- 822 - Job Related Satisfaction
- 824 - General Organizational Climate

EXTERNALLY CODED DESCRIPTORS

Batch Number
Julian Date of Survey
Major Command
Base Code
Consultation Method
Consultant Code
Survey Version

(Note: These items are concatenated to each data record during EDP processing.)

DEMOGRAPHIC ITEMS (NOT A STATISTICAL FACTOR)

Variable Number	Statement Number	Statement
-	-	Supervisor's Code
-	-	Work Group Code
-	-	Sex
-	-	Your age is
-	-	You are (officer, enlisted, GS, etc.)
-	-	Your pay grade is
-	-	Primary AFSC
-	-	Duty AFSC
(Note: The above items are on the response sheet.)		
001	-	(Not used)
002	-	(Not used)
003	1	Total years in the Air Force:
		1. Less than 1 year
		2. More than 1 year, less than 2 years
		3. More than 2 years, less than 3 years
		4. More than 3 years, less than 4 years
		5. More than 4 years, less than 6 years
		6. More than 6 years

Variable Number	Statement Number	Statement
004	2	Total months in present career field:
		1. Less than 1 month
		2. More than 1 month, less than 6 months
		3. More than 6 months, less than 12 months
		4. More than 12 months, less than 18 months
		5. More than 18 months, less than 24 months
		6. More than 24 months, less than 36 months
		7. More than 36 months
005	3	Total months at this station:
		1. Less than 1 month
		2. More than 1 month, less than 6 months
		3. More than 6 months, less than 12 months
		4. More than 12 months, less than 18 months
		5. More than 18 months, less than 24 months
		6. More than 24 months, less than 36 months
		7. More than 36 months
006	4	Total months in present position:
		1. Less than 1 month
		2. More than 1 month, less than 6 months
		3. More than 6 months, less than 12 months
		4. More than 12 months, less than 18 months
		5. More than 18 months, less than 24 months
		6. More than 24 months, less than 36 months
		7. More than 36 months
007	5	Your Ethnic Group is:
		1. American Indian or Alaskan Native
		2. Asian or Pacific Islander
		3. Black, not of Hispanic Origin
		4. Hispanic
		5. White, not of Hispanic Origin
		6. Other
008	11	Which of the following "best" describes your marital status?
		0. Not married.
		1. Married: Spouse is a civilian employed outside home.
		2. Married: Spouse is a civilian employed outside home - geographically separated.
		3. Married: Spouse not employed outside home.
		4. Married: Spouse not employed outside home - geographically separated.
		5. Married: Spouse is a military member.
		6. Married: Spouse is a military member - geographically separated.
		7. Single parent.

<u>Variable Number</u>	<u>Statement Number</u>	<u>Statement</u>	<u>Variable Number</u>	<u>Statement Number</u>	<u>Statement</u>
009	6	Your highest education level obtained is: 1. Non-high school graduate 2. High school graduate or GED 3. Less than two years college 4. Two years or more college 5. Bachelors Degree 6. Masters Degree 7. Doctoral Degree	014	11	Your work requires you to work primarily: 1. Alone 2. With one or two people 3. As a small work group (3-5 people) 4. As a large work group (6 or more people) 5. Other
010	7	Highest level of professional military education (residence or correspondence): 0. None or not applicable 1. MCO Orientation Course or FSJF Supervi- sor Course (MCO Phase 1 or 2) 2. MCO Leadership School (MCO Phase 3) 3. MCO Academy (MCO Phase 4) 4. Senior MCO Academy (MCO Phase 5) 5. Squadron Officer School 6. Intermediate Service School (i.e., ACSC, AFSC) 7. Senior Service School (i.e., ADC, ICAF, MAC)	015	12	What is your usual work schedule? 1. Day shift, normally stable hours 2. Swing shift (about 1600-2400) 3. Mid shift (about 2400-0800) 4. Rotating shift schedule 5. Day or shift work with irregular/un- stable hours 6. Frequent TDY/travel or frequently on- call to report to work 7. Other
011	8	How many people do you directly supervise? 1. None 2. 1 3. 2 4. 3 5. 4 to 5 6. 6 to 8 7. 9 or more	016	13	How often does your supervisor hold group meetings? 1. Never 2. Occasionally 3. Monthly 4. Weekly 5. Daily 6. Continuously
012	9	For how many people do you write performance reports? 1. None 2. 1 3. 2 4. 3 5. 4 to 5 6. 6 to 8 7. 9 or more	017	14	How often are group meetings used to solve problems and establish goals? 1. Never 2. Occasionally 3. About half the time 4. All of the time
013	10	Does your supervisor actually write your performance report? 1. Yes 2. No 3. Not sure	018	15	What is your aeronautical rating and current status? 1. Nonrated, not on aircraft 2. Nonrated, now on aircraft 3. Rated, in crew/operations job 4. Rated, in support job

Variable
Number

Statement
Number

019

16

Which of the following best describes your career or employment intentions?

1. Planning to retire in the next 12 months
2. Will continue in/with the Air Force as a Career
3. Will most likely continue in/with the Air Force
4. May continue in/with the Air Force
5. Will most likely not make the Air Force a Career
6. Will separate/terminate from the Air Force as soon as possible

NOTE: Variable 008, Statement 11 was added to the QAP on 19 Jan 80 and replaced variable 014 which appears on page 6. Although no longer used, Variable 014 is still shown because data collected from about 25,000 samples for this variable are still in the data base.

FACTORS

Each 800 series factor consists of two or more variables which correspond to statements in the QAP. A mean score can be derived for each factor except 805, 807, 808, 809 and 825 by using a "straight average." The formula for computing the exceptions is indicated.

FACTOR 800 - SKILL VARIETY: Measures the degree to which a job requires a variety of different tasks or activities in carrying out the work; involves the use of a number of different skills and talents of the worker; skills required are valued by the worker.

Variable Number	Statement Number	Statement
201	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?
212	29	To what extent does your job require you to use a number of complex skills?

FACTOR 801 - TASK IDENTITY: Measures the degree to which the job requires completion of a "whole" and identifiable piece of work from beginning to end.

Variable Number	Statement Number	Statement
202	18	To what extent does your job involve doing a whole task or unit of work?
211	28	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?

FACTOR 802 - TASK SIGNIFICANCE: Measures the degree to which the job has a substantial impact on the lives or work of others; the importance of the job.

Variable Number	Statement Number	Statement
-----------------	------------------	-----------

203	19	To what extent is your job significant in that it affects others in some important way?
210	27	To what extent does doing your job well affect a lot of people?

FACTOR 803 (NOT USED)

FACTOR 804 - JOB FEEDBACK: Measures the degree to which carrying out the work activities required by the job results in the worker obtaining clear and direct information about job outcomes or information on good and poor performance.

Variable Number	Statement Number	Statement
-----------------	------------------	-----------

272	22	To what extent are you able to determine how well you are doing your job without feedback from anyone else?
209	26	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?

FACTOR 805 - WORK SUPPORT: Measures the degree to which work performance is hindered by additional duties, details, inadequate tools, equipment, or work space.

Variable Number	Statement Number	Statement
-----------------	------------------	-----------

206	23	To what extent do additional duties interfere with the performance of your primary job?
207	24	To what extent do you have adequate tools and equipment to accomplish your job?
208	25	To what extent is the amount of work space provided adequate?

Formula (8-206+207+208)/3

9

FACTOR 806 - NEED FOR ENRICHMENT INDEX (JOB DESIRES): Has to do with job related characteristics (autonomy, personal growth, use of skills, etc.) that the individual would like in a job.

Variable Number	Statement Number	Statement
-----------------	------------------	-----------

(In my job, I would like to have the characteristics described--from "not at all" to "an extremely large amount")

249	51	Opportunities to have independence in my work.
250	52	A job that is meaningful.
251	53	The opportunity for personal growth in my job.
252	54	Opportunities in my work to use my skills.
253	55	Opportunities to perform a variety of tasks.

FACTOR 807 - JOB MOTIVATION INDEX: A composite index derived from the six job characteristics that reflect the overall "motivating potential" of a job; the degree to which a job will prompt high internal work motivation on the part of job incumbents.

Index is computed using the following factors:

800	Skill variety
801	Task identity
802	Task significance
805	Performance barriers/blockages
813	Task autonomy
804	Job feedback

Formula $(.800+.801+.802)/4+.813=.804$

FACTOR 808 - QJI TOTAL SCORE: Assesses one's perception of motivation provided by his or her job. This factor is a variation of a scale employed by other job motivation theorists.

Score is computed using the variables in the following formula:

Formula $(V201+V202+V203+V210+V211+V272+V206+V207+V208+V209+V210+V211+V212+V213)$

10

FACTOR 809 - JOB MOTIVATION INDEX ---- ADDITIVE: This factor is a variation of a scale employed by other job motivation theories.

Index is computed using the following factors:

800	Skill variety
801	Task identity
802	Task significance
803	Performance barriers/blockages
811	Task autonomy
804	Work repetition

$$\text{Formula: } (800-801-802-803)/4 + 811 \cdot 804$$

FACTOR 810 - JOB PERFORMANCE GOALS: Measures the extent to which job performance goals are clear, specific, realistic, understandable, and challenging.

Variable Number	Statement Number	Statement
217	34	To what extent do you know exactly what is expected of you in performing your job?
218	35	To what extent are your job performance goals difficult to accomplish?
271	36	To what extent are your job performance goals clear?
274	37	To what extent are your job performance goals specific?
221	38	To what extent are your job performance goals realistic?

FACTOR 811 - PRIDE: Measures the pride in one's work.

Variable Number	Statement Number	Statement
215	32	To what extent are you proud of your job?
275	46	To what extent does your work give you a feeling of pride?

11

FACTOR 812 - TASK CHARACTERISTICS: A combination of skill variety, task identity, task significance, and job feedback designed to measure several aspects of one's job.

Variable Number	Statement Number	Statement
201	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?
202	18	To what extent does your job involve doing a whole task or unit of work?
203	19	To what extent is your job significant, in that it affects others in some important way?
272	22	To what extent are you able to determine how well you are doing your job without feedback from anyone else?
209	26	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?
210	27	To what extent does doing your job well affect a lot of people?
211	28	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?
212	29	To what extent does your job require you to use a number of complex skills?

FACTOR 813 - TASK AUTONOMY: Measures the degree to which the job provides freedom to do the work as one sees fit; discretion in scheduling, decision making, and means for accomplishing a job.

Variable Number	Statement Number	Statement
270	20	To what extent does your job provide a great deal of freedom and independence in scheduling your work?
271	21	To what extent does your job provide a great deal of freedom and independence in selecting your own procedures to accomplish it?
213	30	To what extent does your job give you freedom to do your work as you see fit?
214	31	To what extent are you allowed to make the major decisions required to perform your job well?

12

FACTOR 814 - MORE REPETITION: Measures the extent to which one performs the same tasks or faces the same type of problems in his or her job on a regular basis.

Variable Number	Statement Number	Statement
226	39	To what extent do you perform the same tasks repeatedly within a short period of time?
227	40	To what extent are you faced with the same type of problem on a weekly basis?

FACTOR 815 (NOT USED)

FACTOR 816 - DESIRED REPETITIVE EASY TASKS: Measures the extent to which one desires his or her job involve repetitive tasks or tasks that are easy to accomplish.

Variable Number	Statement Number	Statement
255	56	A job in which tasks are repetitive.
258	57	A job in which tasks are relatively easy to accomplish.

FACTOR - JOB INFLUENCES (NOT A STATISTICAL FACTOR):

Variable Number	Statement Number	Statement
216	33	To what extent do you feel accountable to your supervisor in accomplishing your job?
238	42	To what extent do co-workers in your work group maintain high standards of performance?

FACTOR 817 - ADVANCEMENT/RECOGNITION: Measures one's awareness of advancement and recognition, and feelings of being prepared (i.e., learning new skills for promotion).

Variable Number	Statement Number	Statement
234	41	To what extent are you aware of promotion/advancement opportunities that affect you?
239	43	To what extent do you have the opportunity to progress up your career ladder?

240	44	To what extent are you being prepared to accept increased responsibility?
241	45	To what extent do people who perform well receive recognition?
218	47	To what extent do you have the opportunity to learn skills which will improve your promotion potential?

FACTOR 818 - MANAGEMENT AND SUPERVISION (A): Measures the degree to which the worker has high performance standards and good work procedures. Measures support and guidance received, and the overall quality of supervision.

Variable Number	Statement Number	Statement
404	58	My supervisor is a good planner.
405	59	My supervisor sets high performance standards.
410	60	My supervisor encourages teamwork.
411	61	My supervisor represents the group at all times.
412	62	My supervisor establishes good work procedures.
413	63	My supervisor has made his responsibilities clear to the group.
445	64	My supervisor fully explains procedures to each group member.
416	65	My supervisor performs well under pressure.

FACTOR - MANAGEMENT AND SUPERVISION (B): (NOT A STATISTICAL FACTOR)

Variable Number	Statement Number	Statement
424	66	My supervisor takes time to help me when needed.
434	71	My supervisor lets me know when I am doing a poor job.
439	75	When I need technical advice, I usually go to my supervisor.

FACTOR 819 - SUPERVISORY COMMUNICATIONS CLIMATE: Measures the degree to which the worker perceives that there is good rapport with supervisors, that there is a good working environment, that innovation for task improvement is encouraged, and that rewards are based upon performance.

Variable Number	Statement Number	Statement
426	87	My supervisor asks members for their ideas on task improvements.
428	88	My supervisor explains how my job contributes to the overall mission.
431	89	My supervisor helps me set specific goals.
433	90	My supervisor lets me know when I am doing a good job.
435	92	My supervisor always helps me improve my performance.
436	93	My supervisor insures that I get job related training when needed.
437	94	My job performance has improved due to feedback received from my supervisor.
442	96	My supervisor frequently gives me feedback on how well I am doing my job.

FACTOR 820 - ORGANIZATIONAL COMMUNICATIONS CLIMATE: Measures the degree to which the worker perceives that there is an open communications environment in the organization, and that adequate information is provided to accomplish the job.

Variable Number	Statement Number	Statement
300	82	Ideas developed by my work group are readily accepted by management personnel above my supervisor.
301	83	My organization provides all the necessary information for me to do my job effectively.
302	84	My organization provides adequate information to my work group.
303	85	My work group is usually aware of important events and situations.
304	86	My complaints are aired satisfactorily.
309	91	The information in my organization is widely shared so that those needing it have it available.

- 314 96 My organization has clear-cut goals.
- 317 99 The goals of my organization are reasonable.
- 318 100 My organization provides accurate information to my work group.

FACTOR 821 - WORK GROUP EFFECTIVENESS: Measures one's view of the quantity, quality, and efficiency of work generated by his or her work group.

Variable Number	Statement Number	Statement
253	77	The quantity of output of your work group is very high.
260	78	The quality of output of your work group is very high.
261	79	When high priority work arises, such as short suspenses, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.
264	80	Your work group always gets maximum output from available resources (e.g., personnel and material).
265	81	Your work group's performance in comparison to similar work groups is very high.

FACTOR - WORK INTERFERENCES (NOT A STATISTICAL FACTOR): Identifies things that impede an individual's job performance.

Variable Number	Statement Number	Statement
277	48	To what extent do you have the necessary supplies to accomplish your job?
278	49	To what extent do details (task not covered by primary or additional duty descriptions) interfere with the performance of your primary job?
279	50	To what extent does a bottleneck in your organization seriously affect the flow of work either to or from your group?

FACTOR 822 - JOB RELATED SATISFACTION: Measures the degree to which the worker is generally satisfied with factors surrounding the job.

Variable Number	Statement Number	Statement
705	101	Feeling of Helpfulness The chance to help people and improve their welfare through the performance of my job. The importance of my job performance to the welfare of others.
709	102	Co-worker Relationships My amount of effort compared to the effort of my co-workers, the extent to which my co-workers share the load, and the spirit of teamwork which exists among my co-workers.
710	103	Family Attitude Toward Job The recognition and the pride my family has in the work I do.
717	106	Work Schedule My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.
718	107	Job Security
719	108	Acquired Valuable Skills The chance to acquire valuable skills in my job which prepare me for future opportunities
723	109	My Job as a Whole

FACTOR 823 - JOB RELATED TRAINING: Measures the extent to which one is satisfied with on-the-job and technical training received.

Variable Number	Statement Number	Statement
711	104	On-the-Job Training (OJT) The OJT instructional methods and instructors' competence.
712	105	Technical Training (Other than OJT) The technical training I have received to perform my current job.

17

FACTOR 824 - GENERAL ORGANIZATIONAL CLIMATE: Measures the individual's perception of his or her organizational environment as a whole (i.e. spirit of teamwork, communications, organizational pride, etc.).

Variable Number	Statement Number	Statement
305	87	My organization is very interested in the attitudes of the group members toward their jobs.
306	88	My organization has a very strong interest in the welfare of its people.
307	89	I am very proud to work for this organization.
308	90	I feel responsible to my organization in accomplishing its mission.
310	92	Personnel in my unit are recognized for outstanding performance.
311	93	I am usually given the opportunity to show or demonstrate my work to others.
312	94	There is a high spirit of teamwork among my co-workers.
313	95	There is outstanding cooperation between work groups of my organization.
315	97	I feel motivated to contribute my best efforts to the mission of my organization.
316	98	My organization rewards individuals based on performance.

FACTOR 825 - MOTIVATION POTENTIAL SCORE: This factor is another variation of a scale employed by other job motivation theorists. The score ranges between 1 and 343 with 109 being the Air Force average. Low scores indicate a poorly motivating job. Score is computed using the following factors:

800	Skill variety
801	Task identity
802	Task significance
804	Job feedback
813	Task autonomy

$$\text{Formula } (800+801+802/3)+813+804$$

18

VARIABLES

<u>Variable Number</u>	<u>Factor</u>	<u>Statement Number</u>	<u>Statement</u>
201	800/812	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?
202	801/812	18	To what extent does your job involve doing a <u>whole</u> task or unit of work?
203	802/812	19	To what extent is your job significant, in that it affects others in some important way?
204 & 205	--	--	(Not used)
206	805	23	To what extent do <u>additional</u> duties interfere with the <u>performance of your primary job</u> ?
207	805	24	To what extent do you have adequate tools and equipment to accomplish your job?
208	805	25	To what extent is the amount of work space provided adequate?
209	804/812	26	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?
210	807/812	27	To what extent does doing your job well affect a lot of people?
211	801/812	28	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?
212	800/812	29	To what extent does your job require you to use a number of complex skills?

19

<u>Variable Number</u>	<u>Factor</u>	<u>Statement Number</u>	<u>Statement</u>
213	813	30	To what extent does your job give you freedom to do your work as you see fit?
214	813	31	To what extent are you allowed to make the major decisions required to perform your job well?
215	811	32	To what extent are you proud of your job?
216*	--	33	To what extent do you feel accountable to your supervisor in accomplishing your job?
217	810	34	To what extent do you know exactly what is expected of you in performing your job?
218	810	35	To what extent are your job performance goals difficult to accomplish?
219 & 220	--	--	(Not used)
221	810	36	To what extent are your job performance goals realistic?
222-225	--	--	(Not used)
226	814	39	To what extent do you perform the same tasks repeatedly within a short period of time?
227	814	40	To what extent are you faced with the same type of problem on a weekly basis?

* This variable is an element of "Job Influences" (not a statistical factor).

20

Variable Number	Factor	Statement Number
-----------------	--------	------------------

228-233	--	--
---------	----	----

234	817	41
-----	-----	----

235-237	--	--
---------	----	----

238*	--	42
------	----	----

239	817	43
-----	-----	----

240	817	44
-----	-----	----

241	817	45
-----	-----	----

242-248	--	--
---------	----	----

249	805	51
-----	-----	----

250	806	52
-----	-----	----

251	806	53
-----	-----	----

252	806	54
-----	-----	----

253	806	55
-----	-----	----

254	--	--
-----	----	----

255	816	56
-----	-----	----

Statement

(Not used)

To what extent are you aware of promotion/advancement opportunities that affect you?
--

(Not used)

To what extent do co-workers in your work group maintain high standards of performance?

To what extent do you have the opportunity to progress up your career ladder?

To what extent are you being prepared to accept increased responsibility?

To what extent do people who perform well receive recognition?
--

(Not used)

Opportunities to have independence in my work?
--

A job that is meaningful.

The opportunity for personal growth in my job.
--

Opportunities in my work to use my skills.
--

Opportunities to perform a variety of tasks.
--

(Not used)

A job in which tasks are repetitive.

Variable Number	Factor	Statement Number
-----------------	--------	------------------

256 & 257	--	--
-----------	----	----

258	816	57
-----	-----	----

259	821	77
-----	-----	----

260	821	78
-----	-----	----

261	821	79
-----	-----	----

262 & 263	--	--
-----------	----	----

264	821	80
-----	-----	----

265	821	81
-----	-----	----

266-269	--	--
---------	----	----

270	813	20
-----	-----	----

271	813	21
-----	-----	----

272	804/812	22
-----	---------	----

Statement

(Not used)

A job in which tasks are relatively easy to accomplish.

The quantity of output of your work group is very high.

The quality of output of your work group is very high.
--

When high priority work arises, such as short suspenses, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.
--

(Not used)

Your work group always gets maximum output from available resources (e.g., personnel and material).

Your work group's performance in comparison to similar work groups is very high.
--

(Not used)

To what extent does your job provide a great deal of freedom and independence in scheduling your work?
--

To what extent does your job provide a great deal of freedom and independence in selecting your own procedures to accomplish it?
--

To what extent are you able to determine how well you are doing your job without feedback from anyone else?

* This variable is an element of "job influences" (not a statistical factor).

Variable Number	Factor	Statement	Statement Number
273	810	36	
		To what extent are your job performance goals clear?	
274	810	37	
		To what extent are your job performance goals specific?	
275	811	46	
		To what extent does your work give you a feeling of pride?	
276	817	47	
		To what extent do you have the opportunity to learn skills which will improve your promotion potential?	
277**	--	49	
		To what extent do you have the necessary supplies to accomplish your job?	
278**	--	49	
		To what extent do details (task not covered by primary or additional duty descriptions) interfere with the performance of your primary job?	
279**	--	50	
		To what extent does a bottleneck in your organization seriously affect the flow of work either to or from your group?	
280-239	--	--	
		(Not used)	
300	820	82	
		Ideas developed by my work group are readily accepted by management personnel above my supervisor.	
301	820	83	
		My organization provides all the necessary information for me to do my job effectively.	
302	820	94	
		My organization provides adequate information to my work group.	

** These variables are elements of "work interferences" (not a statistical factor).

Variable Number	Factor	Statement	Statement Number
303	820	85	
		My work group is usually aware of important events and situations.	
304	820	86	
		My complaints are aired satisfactorily.	
305	824	87	
		My organization is very interested in the attitudes of the group members toward their jobs.	
306	824	88	
		My organization has a very strong interest in the welfare of its people.	
307	824	89	
		I am very proud to work for this organization.	
308	824	90	
		I feel responsible to my organization in accomplishing its mission.	
309	820	91	
		The information in my organization is widely shared so that those needing it have it available.	
310	824	92	
		Personnel in my unit are recognized for outstanding performance.	
311	824	93	
		I am usually given the opportunity to show or demonstrate my work to others.	
312	824	94	
		There is a high spirit of teamwork among my co-workers.	
313	824	95	
		There is outstanding cooperation between work groups of my organization.	

Variable Number	Factor	Statement	Statement Number
-----------------	--------	-----------	------------------

314	820	My organization has clear-cut goals.	96
315	824	I feel motivated to contribute my best efforts to the mission of my organization.	97
316	824	My organization rewards individuals based on performance.	98
317	820	The goals of my organization are reasonable.	99
318	820	My organization provides accurate information to my work group.	100
319-403	--	(Not used)	--
404	818	My supervisor is a good planner.	58
405	819	My supervisor sets high performance standards.	59
406-409	--	(Not used)	--
410	818	My supervisor encourages teamwork.	60
411	818	My supervisor represents the group at all times.	61
412	818	My supervisor establishes good work procedures.	62
413	819	My supervisor has made his responsibilities clear to the group.	63
414 & 415	--	(Not used)	--
416	818	My supervisor performs well under pressure.	65
417-423	--	(Not used)	--
424---	--	My supervisor takes time to help me when needed.	66
425	--	(Not used)	--

--- This variable is an element of "supervisory assistance" (not a statistical factor).

Variable Number	Factor	Statement	Statement Number
-----------------	--------	-----------	------------------

426	819	My supervisor asks members for their ideas on task improvements.	67
427	--	(Not used)	--
428	819	My supervisor explains how my job contributes to the overall mission.	68
429 & 430	--	(Not used)	--
431	819	My supervisor helps me set specific goals.	69
432	--	(Not used)	--
433	819	My supervisor lets me know when I am doing a good job.	70
434---	--	My supervisor lets me know when I am doing a poor job.	71
435	819	My supervisor always helps me improve my performance.	72
436	819	My supervisor insures that I get job related training when needed.	73
437	819	My job performance has improved due to feedback received from my supervisor.	74
438	--	(Not used)	--
439---	--	When I need technical advice, I usually go to my supervisor.	75
440 & 441	--	(Not used)	--
442	819	My supervisor frequently gives me feedback on how well I am doing my job.	76
443 & 444	--	(Not used)	--
445	818	My supervisor fully explains procedures to each group member.	64
446-704	--	(Not used)	--

--- These variables are elements of "supervisory assistance" (not a statistical factor).

Variable Number	Factor	Statement Number
705	822	101
		Feeling of Helplessness The chance to help people and improve their welfare through the performance of my job. The importance of my job performance to the welfare of others.
706-708	--	-- (Not used)
709	822	102
		Co-worker Relationships My amount of effort compared to the effort of my co-workers, the extent to which my co-workers share the load, and the spirit of teamwork which exists among my co-workers.
710	822	103
		Family Attitude Toward Job The recognition and the pride my family has in the work I do.
711	823	104
		On-the-Job Training (OJT) The OJT instructional methods and instructors' competence.
712	823	105
		Technical Training (Other than OJT) The technical training I have received to perform my current job.
713-716	--	-- (Not used)
717	822	106
		Work Schedule My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.
718	822	107
		Job Security
719	822	108
		Acquired Valuable Skills The chance to acquire valuable skills in my job which prepare me for future opportunities.
720-722	--	-- (Not used)
723	822	109
		My Job as a Whole
724-999	--	-- (Not used)